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ABSTRACT

Based on the premise that effective community relations planning must include an assessment of local needs, a response to these needs, evaluation of program effectiveness, and reports back to the public, this community relations plan for Michigan's Macomb Community College (MCC) recognizes and records ongoing activities and suggests appropriate new initiatives. Part I underscores the importance of positive relations between institutions of higher education and the local community. After part II identifies the problems impeding MCC's growth and achievement of its advancement goals, part III lists the sources of information on community relations reviewed by MCC staff. Part IV presents the results of internal and external needs assessments, focusing on academic affairs; student and community services; trends in lifestyles, working habits, and public attitudes toward business and politics; demographics; county economic and infrastructural needs; and community concerns. Part V states MCC's community relations philosophy and goals. In part VI, an action plan is provided, covering long-term objectives, implementation, periodic reappraisal, and a needs-based matrix of local community relations. After part VII identifies the community groups of importance to MCC, part VIII sets forth community relations objectives for each group and part IX presents communications and media strategies. Parts X and XI focus on evaluation procedures for the community relations program. Finally, part XII explains procedures for reporting back to the community and making program adjustments. Appendixes include data on MCC and the community and a 59-item bibliography. (AYC)

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COMMUNITY RELATIONS PLAN
MACOMB COMMUNITY COLLEGE
1988

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U.S. DEPARTMENT OF EDUCATION
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In this and like communities, public sentiment is everything.

With public sentiment, nothing can fail,

without it nothing can succeed.

Abraham Lincoln
Ottawa, Illinois
July 31, 1858

"Community relations, as a public relations function, is an institution's planned, active, and continuing participation with and within a community to maintain and enhance its environment to the benefit of both the institution and the community."

Wilbur J. Peak
"Community Relations"
Lesley's Public Relations Handbook

PREFACE

This Community Relations Plan seeks to recognize and record the ongoing community relations activities throughout the College and to suggest appropriate new initiatives. These initiatives are based on accepted practices found through academic research. They are tailored to fit educational institutions and Macomb's unique position within the county.

This plan accepts the premise that successful community relations programming must include an assessment of community needs, a response to these needs, evaluation of program effectiveness and reports back to the community. The recommendations reflect an exemplary standard that describes a dual responsibility community colleges have to serve not only the education and training needs of target groups in their area but also to help solve community-wide problems as well.

Success in solving these problems will require positive, direct interaction with community members and cooperative and collaborative effort with both their elected representatives and the media. Recognition and involvement of administrators, faculty, staff and students as *de facto* spokespersons for the College will also be integral to the success of community relations programming.

Effective community relations programming can significantly contribute to the ability of the College to successfully meet its mission. This is made possible by focusing the institution's attention and resources on solutions to selected community problems that simultaneously impact the College and the community. By helping to solve problems such as unemployment and low educational attainment, the College contributes to the well being of the community and expands its own ability to serve its natural constituency.

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ASSESSMENT OF COMMUNITY NEEDS

I INTRODUCTION AND BACKGROUND

The position of higher education in the American society has been significantly altered in recent times. For many years, higher education took it for granted that the public understood what it does and that it performs a function of value to society. Today, concerned that citizens and decision makers across the country may be losing confidence in the overall mission of institutions of higher education, re-evaluations of colleges' community relations efforts are being considered nationwide.

H. Donald Winkler said that "Most colleges and universities have always had some friction with their neighboring communities. In fact, the term "town and gown" is rooted in the Middle Ages, when riots between students and townspeople were almost a weekly ritual."(1) However, College officials recognize that the developing problem of the growing distance between colleges and their publics is potentially dangerous. The emerging demand for educational relevance and accountability underscores the need to provide a two-way flow of information between college administrators; students; faculty; community members; local, state and federal elected officials; taxpayers and other constituent/claimant publics.

Essentiality of the Community Relations practice in higher education is paramount, says Fred M. Hechinger in "Murder in Academe: The Demise of Education," in the Saturday Review. "America is in headlong retreat from its commitment to education. Political confusion and economic uncertainty have shaken the people's faith in education as the key to financial and social success."(2)

In today's higher education environment, complaints about faculty members, their methods of instruction and salary levels, scandals in college athletics, unruly students, increased traffic near campuses, concern over academic quality, and insistence on the relevance of instruction for business and industry are issues that have spurred harsh criticisms in the nation's editorial pages, on Capitol Hill, in state legislatures, and in local communities.

Increasingly, educational leaders are recognizing the need to address these criticisms and to be proactive in the creation and maintenance of healthy relationships with the community, the media and elected officials. They see that citizens, acting in the voting booth and through their representatives in government, provide a broad array of benefits that need to be protected and enhanced.

The local community supplies the institution with skilled labor, financial assistance and consumers of its services. In a direct and powerful way, local units of government provide a variety of services including: utilities and water, sanitary and storm sewers, snow removal, street maintenance, solid waste disposal, transportation services, police and fire protection, building inspections and code enforcment, zoning authorizations, segmented stimulation of voter participation, and college tax collection services.

From the state, the colleges receive state aid, capital improvement appropriations, discretionary funds and laws that govern most aspects of college operations. The United States Congress is the body that determines

major financial aid programs, tax exempt status for charitable contributions to colleges, economic development and job training initiatives and many other policies and programs that impact institutions of higher education.

Enlightened colleges and universities have begun to recognize that these benefits and support come with an expectation on the part of government and community leaders for reciprocity of social responsibility on the part of the colleges and universities.

"Regardless of size or complexity, any community has certain overriding needs. The college or university must determine how it can best contribute to some or all of those needs, including economic prosperity, pollution-free environment, full employment, proper housing and utilities, adequate educational facilities, law enforcement and safety, orderly population growth or stability, recreational and cultural activities, good health care,-public welfare, dependable public transportation, and competent municpal government. Most concerns expressed by residents of a community in any kind of opinion survey will be related to these needs. The more an institution is identified with fulfilling these needs, the more it will be accepted, supported, and appreciated by the community."(3)

Winkler states, "More and more colleges believe they should live for and with their communities, not just in them. They take major responsibility for organizing the best possible response to the area's pressing needs. They contribute personnel to help solve community problems. They involve community people in the formulation of college policies. They offer classes and seminars at convenient times and locations for working adults. And they develop special services for the underprivileged.

"Communities are bound together by group consensus, which is simply the development and mutual acceptance of a common set of values, goals and objectives. The institution cannot function successfully without community support, and community support implies the need for those constructive deeds in the public interest that comprise successful community relations. No institution can function effectively and remain remote from the life of the community in which it operates. Participation is inevitable, if not by design, then by force of circumstances."(4)

Recognizing the value of this participation, President Reagan recently instituted a program to honor 100 U.S. corporations and associations for their exemplary community involvement.(5)

The time to act is now, summed up by Wilbur J. Peak, Assistant Vice President of Public Relations for Illinois Bell Telephone Co., Chicago, in this definition:

> "Time was when Community Relations was a courtesy performed aside from what was done to advance the health and welfare of the [college]. Today, no matter how large, small, or important an institution may be, it can be undermined if its community relationships are haphazard. Both the [college] and the people in the community should have an interest in creating an atmosphere of mutual respect and understanding through a Community Relations program, providing a bridge between the [college] and the community."(6)

These community relations programs cannot be seen as a quick fix, however. Sincere, long-term investments in the quality of life of the community are necessary for any significant impact. "Joliet Junior College benefited from a successful bond election in 1977 when 72.5 percent of those voting supported the issue. 'This was not the result of a short campaign,' said President Harold D. McAninch. 'It was built on the positive image of the college in the community, an image we planned and developed for six years. We invited service clubs to meet on campus. We set up special programs for senior citizens. Civic groups used campus facilities at no cost. We positively related the college to as many constituencies in the district as possible.'" (7)

Perhaps no other area of higher education administration has received as much attention in the last few years as Community Relations. However, formal research and appropriate programming models for higher education have not yet become readily available. Much of the staff's effort has been and will continue to be directed towards locating and adapting models and exemplary practices from business and industry settings. Macomb Community College's challenge in its local environment provides an opportunity for new and exciting initiatives for Community Relations planning and programming. As in so many other endeavors, Macomb's commitment and timing will put it on the cutting edge of professional practice in higher education nationwide.

II THE PROBLEM:

Macomb Community College is partially state supported, partially funded by tuitions, but ultimately dependent upon the taxpayers of our area for millage support.(Appendix A) The College has an excellent reputation and has had a growing enrollment over the years. Faculty is impressive, and the educational programming meets every test of quality for a college of our kind. However, a number of serious factors are impeding current growth and future developments at Macomb:

* The student body is transient, creating a "commuter college," which is not conducive to the level of alumni support and large donations from successful graduates that play a major role in the operations of senior colleges.

* At the same time, some members of the community have a misperception that the orientation of community colleges is towards programs that are less valuable than senior colleges.

* The College is located in a fiscally conservative area where slight increases in the tax base raise protests far out of proportion to the actual impact on a per capita basis. Time and time again, millage increases are voted down, and a real struggle exists simply to maintain current rates of funding.

* Since 73 percent of the population of Macomb County has never attended any college, there is a predictable tendency not to be aware of the value of higher education;

* Because of established institutional priorities, there are severely limited resources available for community relations staff and communication programs.(Appendix B)

* Past practice at Macomb has not emphasized a formal program of community relations;

The College faces a number of major challenges in performing its mission and pursuing its advancement goals. Among those challenges are:

* Learning the overriding and emerging needs of the community;

* Determining what actions the College should take to address these community needs;

* Strengthening community-based information gathering and dissemination processes, especially at the grass-roots level;

* Enhancing the ability to recognize and effectively engage in local partnership efforts;

* Reinforcing the reputation and credibility of the College;

* Positioning the College to maximize local sources of funding.

III RESEARCH/LITERATURE REVIEW:

In order to determine the best current knowledge on community relations - rationale, recommended priorities, and exemplary models - and a clearer understanding of the community which constitutes Macomb's constituency, the research and literature review for the community relations plan covered several basic aspects.

First, general background on community relations was secured by an intensive review of literature and research through:

* Council for the Advancement of Post-Secondary Education
* Public Relations Society of America
* National Council on Community Relations
* National Council for Corporate Volunteerism
* American Association of Community and Junior Colleges
* Michigan Community College Association
* The Public Pulse, 1986, Vol. 2, No. 1, Roper Organization, Inc.
* Attendance at NCCR conference for ideas and input
* The body of Community Relations literature

Second, specific county information was developed through contact with local and area agencies such as the County Planning Commission, Southeast Michigan Council of Governments, and the Macomb Center for Community Studies. Research included:

* Issues identification/Trend Analysis
* Voting patterns
* Demographic data(Appendix C))
    - Age distribution
    - Household income
    - Male/Female distribution
    - Job classifications
    - Ethnicity
    - Head of household status
    - Educational attainment level
* Media Perspective
    - News/Feature
    - Editorial
    - Print/Broadcast
* Case Studies

Third, archival research was conducted regarding Macomb's policies, organization, publics, employees, communication, and past practices through:

* History of the College
* Organizational Structure(Appendix D)
* College Mission and Philosophy(Appendix E)
* Operational Policies

III Research/Literature Review (cont.):

Fourth, existing College practices in community relations were examined through descriptive research by:

* Interviews/Observations: Gathering benchmark information on current practice and preferred programming levels
* Content Analysis: Testing College communications to measure readability, clarity, and style
* Audits: Analyzing status of community relations, communications, and social responsibility programs at Macomb by revaluating a public relations audit done in 1980.

Fifth, an analysis was conducted of previously prepared county public opinion survey research.(Appendix F)

Recommendations for future research:

We recommend that an ongoing process be established that encourages research along the following parameters:

* Community relations programming in higher education
* Secondary analysis of research on Macomb County residents
* Examination of changing policies and procedures of the College
* Evaluation of impact of Community Relations programs
* Public opinion research

IV SITUATION ANALYSIS:

A. Needs-based Internal Factors

"The community relations effort of any [college] will be heavily influenced by its employee relations. The picture of a [college] painted by its employees will always be a key element in the molding of community opinion about that [college]. If employees have a positive relationship with the [college], their feelings will be communicated throughout the community. If the employees are markedly dissatisfied, their interpretation of the [college] to the community will produce negative attitudes that will be difficult to overcome."(8)

Recognizing the increasing importance of employee relations, in recent years, Macomb has initiated steps to promote a more positive employee attitude. Service recognition awards have been established and improvements have been added to the employee contracts which are intended to encourage growth and development. These actions can certainly help to improve the situation, but the impetus must be sustained and allowed to expand. It is important for the College to keep in mind that employee attitudes are not static. They will improve or they will degenerate, and the direction they move is strongly affected by the perceived institutional concern for employee welfare.

Two units of the College have conducted climate surveys in recent years to learn concerns of the staff.(Appendix F) A summary of the results of these surveys reveals the following information regarding staff attitudes.

Academic Affairs conducted surveys in 1984 and 1986. There were 259 responses received in 1986 for a response rate of 45 percent, down slightly from the 51 percent response rate in 1984. A summary of the compared results shows the changes in employee attitudes. The 1986 mean scores suggest that members of the Academic Affairs Unit generally saw a moderate improvement since 1984 in matters relating to Cooperation, Group Problem-solving, Decision-making, and Trust; slight improvement to continuation of the status quo in matters relating to Leadership and Communication; and continuation of the status quo to slight deterioration in matters related to Job Satisfaction.

In 1987, Student and Community Services(SCS) completed their first such survey with 103 responses for a 46 percent return rate. The responses indicate that SCS employees generally have a decidedly positive view of the organizational climate of the unit. Job Satisfaction rated strongest with 100 percent of the mean scores in the higher ranges. Trust was next highest with 90 percent in the high ranges; Leadership (88 percent), Communication (79 percent), Decision-making (70 percent). Rated weakest by SCS employees was Group Problem-solving with only 57 percent in the high or moderately high range. (See Appendix)

It is apparent from these studies that employee attitudes vary over time and from one unit to another. To fully understand and address employee concerns, therefore, will require a college-wide, ongoing monitoring process.

IV SITUATION ANALYSIS (cont.)

B. Needs-based External Factors

"Regardless of size or complexity, any community has certain overriding needs. The college or university must determine how it can best contribute to some or all of those needs, including economic prosperity, pollution-free environment, full employment, proper housing and utilities, adequate educational facilities, law enforcement and safety, orderly population growth or stability, recreational and cultural activities, good health care, public welfare, dependable public transportation, and competent municipal government. Most concerns expressed by residents of a community in any kind of opinion survey will be related to these needs. The more an institution is identified with fulfilling these needs, the more it will be accepted, supported, and appreciated by the community."(9)

P. Choate, and J.R. Linger in "Preparing for Change,"(10) assert that responsible community colleges also have an ongoing responsibility to provide programming to serve emerging educational needs that include:

*A determination of the need for target programs for women;
*Worker skill development in accordance with job demands;
*An evaluation of the needs of non-traditional students;
*Retraining and adjustment for adult workers.

In addition, our present society is characterized by changing behaviors.(Appendix G) The following is a summary of key trends, developed through a survey by the Roper Organization, Inc.,(11) that will shape the American environment of the late 1980's. These trends cut across virtually every facet of society and point to major changes in consumer lifestyles, working habits, public attitudes toward business, and political beliefs. These same trends can be applied in Macomb County.

1. Americans are increasingly placing a premium on their time and seeking greater control over how it is used.

2. As a result of greater control that consumers can exercise over their time and the more numerous choices available to them, old patterns of consumer demographics and psychographics are increasingly meaningless.

3. The fast-rising number of two-income households has spurred the growth of the "convenience industry."

4. The bifurcation of markets - an increasing distance between high-priced, up-market goods and low-priced, mass-market ones - is steadily increasing.

5. The bifurcation of many product markets has led to a greater demand for product service and quality.

6. Visual recall will be the key, as advertising and marketing increasingly turn to dramatic staging, exciting images, bold graphics, and away from copy.

IV SITUATION ANALYSIS
B. Needs-Based External Factors (cont.)

7. Despite persistent public worries about the decline of family values, the evidence suggests future vitality of the family structure, though this structure will be irrevocably different from the "traditional" family.

8. To meet the needs of the modern, two-income family, employers will feel growing pressures to modify current employee benefits programs.

9. Personal computers and telecommunications technologies will affect the current structure of the workplace, as a growing number of employees will be able to work at home.

10. The next major wave of entrepreneurial activity will include an unusually high proportion of older Americans, age 60 and up.

11. The current generation of young Americans, between 18 and 29 years old, embodies a unique blend of economic and political conservatism, while also being socially liberal.

12. Business has failed to build on the immense foundation of public goodwill that has been evident during the recent upturn in the economy, possibly resulting in massive swings in public sentiment on issues such as regulation, taxation, and environment.

13. A forthcoming deterioration in public attitudes toward business will provoke a damage-control reaction from business.

14 The images of unions and their leaders have "bottomed out," and the public is beginning to express greater acceptance, but unless the labor movement responds aggressively to the immense changes underway in American society, it will increasingly be seen as anachronistic.

15. Over the past two years, Americans have felt great about themselves, their prospects, and their country, even though certain basic indicators of economic well-being have not justified that euphoric feeling.

IV SITUATION ANALYSIS
B. Needs-based External Factors (cont.)

Macomb County demographic and U.S. Census information has revealed several local trends that could be addressed by additional needs-based community relations programming. These local trends reveal a need for:

***Increased attention to the needs of seniors:**
The median age in the county rose from 24.6 to 29.1 in the period from 1970 to 1980, with the 60-64 and 65-and-over categories experiencing the largest percentage increases.

***Increased attention to the needs of female heads-of-households:**
The number of female heads-of-households has taken a dramatic leap upward in recent years, from 9,874 in 1970 to 20,110 in 1980.

***Increased attention to the literacy, basic, and higher education needs in county:**
The median educational attainment level in Macomb County is 12.5 years, ranging from 12.6 in New Baltimore and Sterling Heights to 12.2 in Center Line and East Detroit. 73.1 percent of county residents have only a high school education and have not completed even one year of college.

***Continued attention to the needs of citizens below the poverty line:**
The median household income level for Macomb County in 1980 was $24,222, ranging from $16,705 in New Haven to $47,628 in Lake Township. The totals show that 2.4 percent of county residents are below the poverty index.

***Continued attention to the training and retraining needs of residents:**
Based on 1986 figures, 309,675 county residents were employed, while 28,250 were looking for work, accounting for an unemployment level of 8.3 percent.

***Appropriate attention to the needs of the minority population:**
Macomb County continues to be predominantly white, with a multiple ancestry. However, the non-white population has doubled in proportion since 1970, from 1.5 percent to 2.7 percent.

Macomb County's primary policy development body, the Community Growth Alliance (CGA) defines the specific county needs as:

* Expressways and Roadways
* Airport Facilities
* Solid Waste Disposal
* Educational Access and Attainment
* Mass Transit
* Business Assistance/Retention
* Business Attraction/Expansion
* Job Training/Retraining

IV SITUATION ANALYSIS
B. Needs-based External Factors (cont.)

Speaking through public opinion polls(12), Macomb County citizens have defined their specific concerns:

* **Fear of Crime and Violence** is the problem named most frequently by Macomb residents and has been for the past two years. This perception has increased sharply from only 2 percent of Macomb citizens expressing crime as their primary concern in October, 1982, to a high of 20 percent in July, 1985.

* **Concern Over High Taxes** remains a significant factor in Macomb County but has declined considerably in recent years. In 1983-84, it was named as the number one concern of citizens, peaking in May, 1983, at 31 percent. It declined steadily until October, 1986, when only 5 percent designated it as their primary concern.

* **The Threat of Unemployment** has also declined since the recession years of the early 1980's. Concern reached its height in October, 1982, as 47 percent of surveyed citizens expressed that it was their number one concern. While concern over unemployment has leveled off in the 4-6 percent range over the past two years, it continues to be one of the leading concerns of those aged 18-24 and blue collar workers.

* **Dissatisfaction Over Road Conditions and Traffic** has continued as a constant concern, remaining in the 10 percent range for the past three years.

* **Concern Over High Water and Flooding** fluctuates as lake levels rise and fall. In 1986, when these levels were increasing, 5-7 percent expressed serious concern. In 1987, as levels declined, concern fell as none surveyed felt it was the county's primary concern.

* **Abuse of Drugs and Alcohol** was expressed as the leading concern of 7-9 percent of citizens in 1986-87. More significantly, however, it was cited as the number one problem by those aged 18-24 and those with annual family incomes between $10,001 and $20,000.

* **Interest in Education and Schools** has continued, with 4-6 percent expressing it as the county's primary concern. Within higher education, job training and retraining remains the county's highest priority, followed by professional and continuing education, emerging technologies, and earning a bachelor's degree.(Appendix H)

RESPONSE TO COMMUNITY NEEDS

V PROGRAM

A. Philosophy

Macomb Community College has a history of expressed commitment to perform its social responsibility within the community it serves. Evidence of this commitment can be seen in several parts of the Official Guidelines for the Functioning of Macomb Community College,(Appendix E) including:

1. The Primary Statement of College Mission

The overall mission of the College is to provide a variety of educational and other life-enhancing experiences which enable the people it serves to excel in their search for fulfillment.

2. A Statement of Educational Philosophy and Goals

Macomb Community College is an open door educational institution committed to providing higher education to all who can benefit. As a creation of and an integral component of the local community, it is responsive to the community's post-secondary educational needs as well as to the needs of a complex and changing larger society. Furthermore, the College commitment, within available resources, is to assist individuals toward their goals.

The objective of Macomb Community College is to provide diverse educational programs, courses, services, and a climate through which the citizenry may be equipped and motivated to understand the interrelationship of the physical and social world. This understanding will enhance their ability to participate constructively in all aspects of a democratic society.

3. The Statement of Values for Macomb Community College

Excellence	* in teaching and support for learning * in management and governance * in individual performance
Contribution	* to the expanding body of knowledge * to the advancement of our professions * to the enrichment of our society
Responsiveness	* to the changes in our environment * to the current and emerging needs of our students * to human and technological potential
Leadership	* in education and human development * in the community we serve * in the organizations we join
Innovation	* in fulfilling our Mission * in performance and problem-solving * in planning and shaping our future

V PROGRAM

B. Strategic Goals for Community Colleges in America

In order to successfully fulfill its mission, Macomb Community College has adopted exemplary strategic directions suggested by national leaders and has created additional goals to meet specific needs in Macomb County. These goals include:

* Improve academic quality and mission effectiveness

* Foster an environment which supports innovation, risk-taking, and superior service

* Develop the institution's resource base (human, fiscal, physical, information, process)

* Pursue partnerships which will expand or improve programs and services (business, labor, government, education, community)

* Enhance institutional reputation and credibility

* Monitor environmental conditions to assess emerging needs

* Evaluate current activities for appropriateness and level of performance

C. Strategic Goals for Macomb Community College

A Statement of Advancement Philosophy

The advancement function of Macomb Community College is based on the philosophy that new endeavors of the College should be mission-driven, needs-based, and supported by appropriate consensus.

Advancement activities aim to help the College meet its mission of serving the community by strengthening relationships and encouraging mutual understanding, benefit and satisfaction between the College and constituencies. In doing so, continuous interactions with the community are used to monitor the environment, and to assist organizational innovation and adaptation to changing conditions.

All units of the College contribute to the advancement process through research, strategic and operational planning, the development of new programs and services, the development of support systems to facilitate delivery of programs and services, communication, and evaluation.

Advancement programs are designed to:

Identify developing trends which drive the information, knowledge and credentialing needs of the local community

Determine prevailing public attitudes and opinions about Macomb Community College

V PROGRAM

C. A Statement of Advancement Philosophy (cont.)

Develop a readiness within the College to respond to the needs and wants of the community it serves

Position Macomb Community College as a full partner in the area of post-secondary education in Michigan and the nation

Encourage awareness of, interest in and utilization of the programs and services offered by the College

Support the development, pricing, communication and delivery of new courses, programs and services(14)

VI ACTION PLAN

The following action plan outline is an adaptation of recommendations from a 1984 "Harvard Business Review" article of John W. Welcker, Chief Executive Officer of Audits & Surveys, Inc., a marketing research firm in New York City, listing the major elements necessary for an effective community relations program.(15) Experts agree that a successful community relations plan must include an assessment of the community needs, a response to these needs, evaluation of program effectiveness and reports back to the community. The task of the College is to evaluate and form a consensus to implement such a plan.

A. The first step is a determination by management of its immediate and long-term objectives with respect to community relations. In general, these aims are:

1. To demonstrate that the College has a genuine concern for the welfare of its employees and of the communities in which it operates, as shown by:
   a) The attitude and behavior of administrative representation;

   b) A sincere effort to provide employees with employment security and job satisfaction.

2. To consider the long-term interests of employees and the community when examining situations which offer substantial short-run benefits for taxpayers;

3. To secure an understanding of administration's philosophy and mission on the part of its employees and campus neighbors;

4. To encourage criticisms or comments about the College's policies or actions from the residents of communities in which campuses are operated;

B. Implementation of the above objectives by College administration involves the following steps:

1. Scrutiny of College relationships in the community by such methods as:
   a) The use of independent polls to ascertain local opinion toward the College;

   b) The use of independent polls to ascertain local opinion comparing community involvement of the College with other large entities in the county;

   c) Interviews with community leaders such as newspaper editors, ministers, union officers, municipal officials and merchants.

VI ACTION PLAN
B. Implementation of Objectives (cont.)

2. Designation of administrators responsible for the community relations program, including:

a) Selection of a top executive to administer the College's whole program;

b) Assignment of personnel to carry out the program in each campus community, with special attention to targeted community organizations;

c) Communication through the President's Council and Expanded President's Council of the College's plans with respect to community relations:

3. Selection of procedures or techniques for implementing the program, such as:

a) Provide a communication program for all supervisory personnel with an emphasis on community relations opportunities of the College:
* An initial program for faculty and staff;

* A more extensive program for administrative personnel and other supervisory employees.

b) Refine mailing capabilities with community groups by adding Southeast Michigan Council of Governments lists to the MCC Decision Makers List(Appendix I)

4. Distribute detailed information on the College, emphasizing operations, employment trends and overall College progress;

*Internal Audiences - Internal Communications Program:
Periodic meetings with faculty and staff, such as Faculty Development Days and All-Employee Days, designed with an opportunity for them to raise questions as well as obtain information;

Continued publication of College house organs such as: onCampus, Weekly Word, Emphasis(Appendix J)

*External Audiences - Board of Trustees Communications Program:
Building on Strength: - Report to the Community; (Appendix K)
Building on Strength - Report to Decision Makers; (Appendix L)
Building on Strength - Biennial Report of Progress; (Appendix M)
Building on Strength - Meet the Trustees: a vest pocket piece to be distributed to regional and national decision makers.

VI ACTION PLAN

B. Implementation of Objectives (cont.)

5. Meetings with local "thought" leaders through group meetings with College administrators and staff at which those attending can raise questions about campus policies and programs;

6. Invitations to attend College events for:

   * Families of employees to visit and see where their relatives work;

   * Selected individuals in the community to see actual College operations in addition to an opportunity for informal meetings and question periods with college staff;

   * Invitations to special events at the Center for Performing Arts.

7. Emphasize appropriate interactions with local elected officials and the Macomb County delegation in Lansing and Washington;

8. Foster positive relationships with print and broadcast media at the local, regional and national level;

9. Participation of College trustees and administrators in community activities:
   * Placement on community organization mailing lists
   * Campus representatives at important local events

10. Volunteerism - active leadership in various civic betterment projects;(Appendix N)

11. Philanthropy - Appropriate contributions of in-kind goods and services for community uses, as well as stimulation of individual efforts;

12. Social responsibility - determine the community's attitudes, opinions, needs and concerns and how the College can best relate to them.

C. A periodic reappraisal of the community relations situation and of the College is also needed, covering:

1. Modification of established community relations program, if necessary, in keeping with such a reappraisal;

2. Adoption of new procedures, if necessary, to deal with changes in College community relations problems.

The ultimate standard for measuring the success of any such program is the reputation the College acquires in the local community. College administrators have an important role in adopting and administering the community relations plan.

VI ACTION PLAN

D. Local Community Relations Needs-based Matrix

THE PRESENT

COLLEGE PROVIDES MACOMB COUNTY

*Jobs
*Investments
*Attractive campuses
*Recreation
*Cultural events
*Business support

*Credit instruction
*Training and re-training
*Professional/continuing education

MACOMB COUNTY PROVIDES COLLEGE

*Employees
*Millage support

*Utilities and water
*Snow removal
*Street maintenance
*Police and fire protection
*Code enforcement
*Sanitary and storm sewer
*Solid waste disposal
*Transportation services
*Zoning authorization
*Building inspections
*Election processes

THE FUTURE

COLLEGE NEEDS

*Millage support
*Enhanced reputation
*Good relations with organized labor
*Quality professional/support staff
*Students and affiliates
*Participation on advisory committees
*Contributions to fund development
*Equipment donation
*Job placements
*Technical assistance

*Tax collections and transfers
*Local government services

MACOMB COUNTY NEEDS

Institutional Concerns:
*Major-road infrastructure
*Road maintenance/traffic control
*Airport facilities
*Solid waste disposal
*Business retention
*Business attraction
*Unemployment
*Auto-dependent economy
*High water & flooding

Community Characteristics:
*Low educational attainment
*Declining performance in K-12
*Fear of crime
*Extreme fiscal conservatism
*Drug and alcohol abuse
*Poor image of county

VII SIGNIFICANT PUBLICS

A. Citizens
    - Low-stimulus Elections
        - Special
        - Primary
        - Off-year General
    - High Stimulus Elections
        - Regular General
        - Presidential

B. Affiliates of MCC
    1. New Recruits
        - 18-24 Age Group
        - Adult Learners
    2. Current Students (Retention Group)
        - 18-24 Age Group
        - Adult Learners
    3. Returning Students
        - Degree/Certificate Returners
        - Non-Degree/Certificate Returners
    4. Retraining Clients
        - Individuals
        - Employers
    5. Alumni
    6. Facility Users
        - Center for Performing Arts
        - Recreational Facilities
        - Building Rental
    7. Vendors

C. Employees of Macomb
    1. Employees
        - Divisional Units
        - Employee Bargaining Groups
        - Full-time/Part-time

D. Community Leaders

E. Special Categories
    1. Ethnic Organizations
    2. Homeowners Groups
    3. Minorities
    4. Women
    5. Newcomers
    6. Farmers/Rural Interests
    7. Civic Leaders
    8. Religious Organizations
        - Individual Churches
        - Denominational Hierarchy
    9. Business Owners
    10. Military/Veterans Organizations

VII SIGNIFICANT PUBLICS
E. Special Categories (cont.)

11. Consumer Interest Groups
12. 18-24 Age Group
13. 25-34 Age Group
14. 35-44 Age Group
15. 45-54 Age Group
16. Seniors

F. Local Government
Elected Officeholders
Department Officials
Social Service Agencies

G. State Government
Executive Departments
Legislators

H. Federal Government
Congresspersons and Senators
Federal Departments, Office, Bureaus

I. News Media

J. K-12 Districts
Superintendents
Principals
Individual Schools

K. Colleges and Universities

L. Occupational Interest Groups
Labor Union Leaders
Labor Rank and File
Professional Organizations/Associations

M. Local Business and Industry
Business Associations

N. Chambers of Commerce

VIII PROGRAM OBJECTIVES FOR EACH PUBLIC

Select Objectives for all Targeted Publics

1. Maintain a two-way dialogue between the College and the specific target publics;
2. Enhance the reputation and credibility of the College through each target public;
3. Pursue partnerships to encourage cooperative problem solving of area-wide and on-campus concerns;
4. Emphasize a decentralized approach for administration of selected community relations programs;
5. Implement standard and College-wide procedures for each community relations target public;
6. Encourage meaningful participation of Board of Trustees and top administration officials in community relations activities;
7. Ensure meaningful participation of all segments of staff with appropriate publics.

Select Objectives for Specific Targeted Publics

A. Citizens

1. Determine prevailing public attitudes and opinions of Macomb;
2. Resolve perceived liabilities resulting from the College presence;
3. Monitor environmental conditions to assess emerging needs;
4. Develop potential grassroots support among citizens;
5. Contribute to the well-being of the community by serving the needs of its citizens;
6. Emphasize selected messages about Macomb's involvement in serving community needs;
7. Create a readiness to support the College in future millage efforts.

B. Affiliates of Macomb

1. Emphaisze the centrality of the student within the organization;
2. Provide the teaching-learning environment that fosters personal and intellectual development of students;
3. Commit to providing quality instruction and services for students;

VIII PROGRAM OBJECTIVES FOR EACH PUBLIC (cont.)

4. Contribute to the well-being of the community by supporting the appropriate needs of Macomb affiliates;

5. Resolve perceived liabilities resulting from the College operations;

6. Develop potential grassroots support among affiliates of Macomb such as students, vendors, and alumni.

C. Employees of Macomb

College administrators should work with College faculty and staff to create an environment which will:

1. Provide appropriate information about the institution and its plans for the future and suggest action roles for College advancement;

2. Enhance job satisfaction and promote positive employee morale through appropriate programming;

3. Develop a readiness among employees to respond to the needs and wants of the community it services.

4. Demonstrate a genuine concern for the welfare of employees through an attitude and behavior of administrative representation;

5. Make a sincere effort to provide employees with job security and job satisfaction;

6. Establish a sense of trust through integrity and consistency of administrative actions;

7. Approach conflict-resolutions in an atmosphere of mutual respect;

8. Solicit and encourage input for improving operations;

9. Implement policies that will assure the rights and privileges of employees are maintained in a non-discriminatory manner;

10. Promote the personal and professional development of employees;

11. Increase effectiveness among all employees as organizational representatives on and off the job.

D. Community Leaders

1. Monitor environmental conditions to assess emerging needs;

2. Develop potential leadership of grassroots support among community groups;

3. Use guidelines in meeting Macomb's philanthropic obligations to the community.

VIII PROGRAM OBJECTIVES FOR EACH PUBLIC (cont.)

4. Use guidelines in meeting Macomb's voluntary involvement in the community;

5. Use guidelines in meeting Macomb's social responsibility in the community.

E. Special Categories

1. Maintain a two-way dialogue between the College and a variety of special groups;

2. Enhance the reputation and credibility of the College throughout the College's service area;

3. Pursue partnerships to encourage cooperative problem solving of area-wide concerns;

4. Establish guidelines to determine which groups are deserving of support.

F. Local Government

1. Maximize the smooth and equitable collection and transfer of college millage revenue;

2. Encourage the maintenance of exemplary services provided by local communities, including:

*Utilities and water
*Snow removal
*Street maintenance
*Police and fire protection
*Code enforcement
*Election processes
*Sanitary and storm sewers
*Solid waste disposal
*Transportation services
*Zoning authorizations
*Building inspections

G. State Government

1. Continue to maintain state funding at, or slightly above, the state average for community colleges;

2. Continue to educate and interact with legislators who have direct influence on the appropriations process;

3. Create liaison roles for College officials and staff with appropriate state legislators and officials;

4. Involve appropriate staff to counsel with Department of Education, Department of Commerce, Department of Labor and other state departments on strengths and weaknesses of current grant proposals and policy positions;

5. Continue to advocate for per/pupil funding for customized training programs;

VIII PROGRAM OBJECTIVES FOR EACH PUBLIC (cont.)

6. Encourage specific target funding programs for technology transfer, International education, and Opportunity Issue-related programs;

7. Maintain appropriate protocol position through scheduled contacts, annual breakfast and dinner, and political contributions.

H. Federal Government

1. Encourage the maintenance of adequate financial aid programs;

2. Encourage the maintenance of tax exempt status for charitable contributions to colleges;

3. Encourage the strengthening of current and future job training programs;

4. Support specific initiatives of the American Association of Community and Junior Colleges.

I. News Media

1. Develop long-term relations with appropriate news outlets to insure fair, accurate and timely coverage of the College's endeavors;

2. Emphasize the College's role as a major provider of higher education in southeastern Michigan through communications directed at its market publics;

3. Emphasize recognition for Macomb Community College as one of Michigan's leading institutions of higher education;

4. Influence public policy decisions at the federal, state, and local levels through editorials and other communications;

J. K-12 School Districts

1. Maintain a two-way dialogue between the College and K-12 school district decision makers;

2. Enhance the reputation and credibility of the College among personnel and students in the local school districts;

3. Pursue partnerships to encourage cooperative problem solving of area-wide concerns;

K. Colleges and Universities

1. Maintain a two-way dialogue between the College and higher education decision makers;

2. Enhance the reputation and credibility of the College among personnel and students in colleges and universities;

VIII PROGRAM OBJECTIVES FOR EACH PUBLIC (cont.)

3. Pursue partnerships to encourage cooperative problem solving of area-wide concerns;

L. Occupational Interest Groups

1. Develop potential grassroots support among organized labor and professional groups and organizations;

2. Recognize and accommodate special sensitivities of organized labor in our area.

M. Local Business and Industry

1. Contribute to the well-being of the community by conducting business with local merchants where the open bidding process permits;

2. Develop potential fund development sources among local merchants;

3. Contribute to the well-being of the community by supporting the training and re-training needs of local businesses.

4. Develop a rapport with local business that integrates them with the life of the College

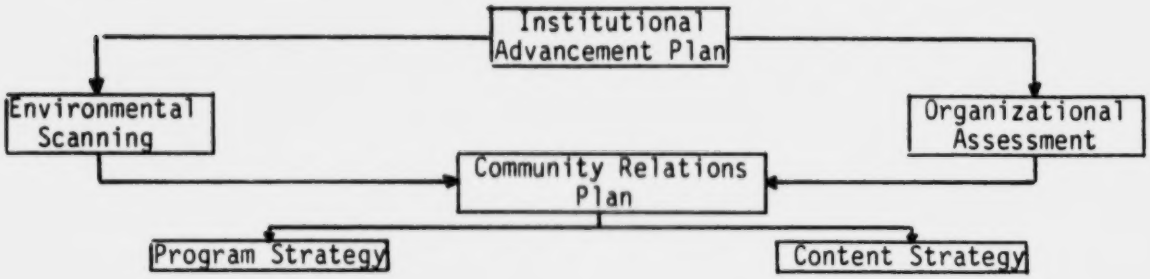
N. Chambers of Commerce

1. Contribute to the well-being of the community and support the efforts of Chambers of Commerce by cooperating on joint economic development efforts;

2. Develop potential leadership for grassroots support among local Chambers of Commerce membership;

IX COMMUNICATION PROGRAM STRATEGIES

A. Proactive Community Relations Needs-Based Model



1. Community Needs

*Traffic control
*Road maintenance
*Unemployment
*Business attraction
*Business retention
*Airport facilities
*Solid waste disposal
*Auto-dependent economy
*High water & flooding
*Highway infrastructure
*Low educ. attainment
*Declining K-12 perf.
*Fear of crime
*Fiscal conservatism
*Drug/alcohol abuse
*Low county image

2. Community Target Audiences

*Citizens
*Macomb Affiliates
*Macomb Employees
*Community Leaders
*Special Groups
*Local Government
*State Government
*Federal Government
*News media
*K-12 Districts
*College/Universities
*Organized Labor
*Local Merchants
*Chambers of Commerce

3. College Needs from Community

*Millage support
*Enhance reputation
*Good relations with organized labor
*Quality professional support staff
*Local government services
*Tax collections and transfers
*Students and affiliates
*Participation on advisory committees
*Contributions to fund development
*Equipment donation
*Job placements
*Technical assistance

4. Program Recommendations

5. Communication Recommendations

6. Communication Guidelines

*Identity Manual
*Media Relations Guidelines

7. Message Platform - Macomb:

* is a quality institution
* cares about students is
* is responsive to the needs of the community
* is affordable, accessible, and current in course content
* increases and improves employment options
* is compatible with lifestyles, family responsibilities and changes facing adult learners
* is an educational leader
* offers educational plans designed to transfer to 4-year institutions

8. Content Theme

*Quality, People, Pride and Proximity

9. Slogans

*My First Choice
*Building On Strength
*Bringing Higher Education Home

Evaluation

IX COMMUNICATION PROGRAM STRATEGIES

B. Media Strategies

The purpose of the following media strategies is to stimulate news coverage and editorial comment of Macomb's community involvement and good works. In order to accomplish these media relations goals, ongoing news media activities will be maintained, including:

1. News releases that are newsworthy and timely to insure usage by media outlets;
2. Paid Advertising that will be used selectively to advance special messages not being carried in regular news/feature stories;
3. Public service announcements for broadcast media that will be prepared for noteworthy community-oriented events;
4. Media contacts that will occur on a regular basis with reporters from daily and weekly newspapers serving Macomb County and broadcast media serving Southeast Michigan.
5. Media briefings that will be arranged as necessary to provide background, present special projects or answer questions.
6. Editorial meetings between cabinet level officers and newspaper and broadcast editors that will occur when in-depth exploration of public policy issues is needed to accomplish special objectives of the College;
7. Press conferences used selectively for providing information on fast-breaking or significant news stories;
8. Campus tours that will provide reporters with a clear picture of our facilities, staff, instructional equipment, programs, services, and student body.
9. Receptions that present an opportunity for College staff to strengthen relationships with media personnel in a friendly, social situation.
10. Special events, such as a visit by the President of the United States or the Governor of our State, that give the College a chance to share our resources with our citizens and with our community.

EVALUATION OF EFFECTIVENESS

X PROGRAM EVALUATION

A. Philosophy:

Even the best intentioned community relations plan is useless if it fails to serve community needs. For that reason, it is necessary to have some form of evaluation - a means of measuring how well the College is succeeding at filling the community's needs and building enduring support.

B. Application

Communication is a primary function of a community relations plan, but that communication must be two-way. The College must develop an organizationl capacity to listen. While some positive results of community relations efforts are intangible, others can be measured using quantitative and qualitative studies from which the College's reputation in the community can be inferred.

1. Quantitative measurements
   a. Conduct beginning, mid-point, and ending benchmark surveys of the perceptions and opinions of citizens regarding College services and programs.

   b. Monitor information calls and enrollment trends to observe effects of new and ongoing programs and services;

   c. An analysis of print and broadcast editorials to evaluate how the media are interpreting the College's success at meeting community needs.

2. Qualitative Measurements

   a. Periodic meetings with faculty and staff, such as faculty development days and all-employee days, which afford the opportunity to raise questions and obtain information;

   b. Provide a forum for regular communication with College employees who staff programs that deal directly with the public;

   c. Questionnaires to be filled out by College representatives who speak to community groups that will inquire into the mood of the group, questions asked, and opinions expressed;

   d. Interviews with decision makers, to assess regard for the College in general and for the need for specific programs.

   e. Focus groups with decision makers and College administrators and staff where opinions can be expressed concerning campus policies and programs;

   f. Encourage feedback from the College's academic advisory committees, which are made up of College personnel, students, and persons from the community.

CRITERIA FOR EVALUATING COMMUNITY RELATIONS PROGRAMMING

	1988	1989	1990
IMPACT			
Number who vote yes on MCC millage proposals			
Social and cultural change			
Goals achieved or problem solved			
Number who behave in desired fashion			
Number who change attitudes			
Number who learn message content, increased knowledge, understanding			
IMPLEMENTATION			
Number who attend to messages, readership, viewership, listenership, attendance			
Number who receive messages - circulation			
Number of messages placed in media - coverage			
Number of news releases issued			
Level of philanthropic support			
Level of involvement in social responsibility issues			
Level of support in community volunteer programs			
Number of direct communications with elected officials			
Number of meetings with local "thought" leaders			
Number of invitations for community leaders to attend college events			
Number of opportunities for internal audiences to benefit from campus events			
Number of messages sent to internal audiences			
PREPARATION			
Quality of message presentations - style, format, readability			
Appropriateness of message content and organization - selection of positive procedures and techniques			
Committment to appropriate Community Relations communications			
Committment to appropriate Community Relations actions			
PLANNING			
Adequacy of the planning process			
Adequacy of background information, intelligence, research			
Adequacy of quantitative input through community surveys			
Adequacy of qualitative input from community decision makers			
Adequacy of qualitative input from internal audiences			

XI NEEDS-BASED PROGRAM EXECUTION PLANS

A. Assignment of responsibilities:

College Relations will cooperate with all other divisions of the College in developing programs to serve targeted publics. Formal research will match Macomb Community College's strengths with the identified needs of the community.

1. Board of Trustees will: — DeLuca

*Actively pursue MCC's mission to provide life enhancing and opportunity expanding experiences for 694,000 citizens in Macomb County	Ongoing
*Initiate the annual presentation of the Macomb Trustees' Award to staff for leadership in community activities	Annually
*Appoint College advisory board to provide community insight	Annually
*Be identified with a formal communications program with the community	Ongoing

2. Office of the President will: — Lorenzo

*Provide overall management and leadership to facilitate delivery of educational services to 42,000 persons per year	Ongoing
*Provide leadership in setting community relations goals	Ongoing
*Invite local leaders to be the president's guests at special events on campus	As appropriate
*Make annual awards for leadership in business, health, agriculture, the arts, education, or other areas of academic disciplines	Annually
*Assist with media inquiries and tours on campus	As needed
*Make speeches on community issues	As needed
*Be prominent at significant events in the county	As appropriate
*Post legal notices of elections	As needed
*Observe specifications of the Open Meetings Act	Ongoing

XI NEEDS-BASED PROGRAM EXECUTION PLANS
2. Office of the President (cont.)

*Offer in-kind services and activities as a means of meeting the philanthropic needs of the community.	Ongoing	
*Expand the utilization of bi-products of academic pursuits at the College	Ongoing	

3. Student and Community Services will: — Wagner

*Maintain citizen advisory committees for activities like Center for Performing Arts	Ongoing	Smydra
*Provide cultural events that are high-quality and convenient	Ongoing	Smydra
*Support community-based organizations such as Macomb Council for the Arts and the Metropolitan Symphony	Ongoing	Smydra
*Maintain volunteer opportunities for citizens at the CPA	Ongoing	Smydra
*Provide job screening and referrals for students and employers	Ongoing	Guswiler
*Provide employability skills training for students and alumni	Ongoing	Guswiler/ Smydra
*Provide testing services to meet specific community needs (SAT, apprentice training real estate)	Ongoing	Guswiler
*Maintain procedures and records to maximize opportunities for financial aid recipients	Ongoing	Guswiler
*Provide career counseling for students	As needed	Guswiler
*Provide an effective means of articulation for students going on to 4-year schools	As needed	Guswiler
*Provide education and training for dislocated workers	As needed	Guswiler
*Expand opportunities for women through sex equity/dislocated homemaker programs	Ongoing	Guswiler/ Smydra
*Provide training for community police and fire personnel	Ongoing	Smydra

XI NEEDS-BASED PROGRAM EXECUTION PLANS

3. Student and Community Services (cont.)

*Provide speakers knowledgeable of College directions and programs	Ongoing	Smydra
*Service the College marquees and bulletin boards with appropriate community relations materials	As needed	Smydra
*Provide Professional and Continuing education for targeted groups, including: women, minorities, and the economically disadvantaged through PACE	Ongoing	Smydra
*Provide assistance to meet the needs of special populations in the county	Ongoing	Moore/ Severance
*Provide a local base for ongoing forums on critical issues affecting the community	Ongoing	Smydra
*Provide facilities and services for community recreational use	Ongoing	Smydra
*Provide employee programs on health	Ongoing	Guswiler/ Smydra
*Sponsor Holiday Health Fair, Great American Smokeout, and Substance Abuse Seminars	Annually	Guswiler/ Smydra
*Enhance quality of campus life by facilitating co-curricular activities	Ongoing	Guswiler/ Smydra
*Provide support and stimulus of economic development in Macomb County	Onging	Smydra
*Provide entertainment to local groups through the Macombers	As requested	Smydra
*Provide facilities and services for community social and educational use	Ongoing	Smydra
*Assist with media inquiries and tours on campus	As needed	Smydra
*Evaluate potential projects, including: Free speech and hearing clinics Mobile home community centers Free small business counseling Manpower training programs for unemployed Legal assistance for seniors, the poor, immigrants Tax assistance for seniors, the poor, immigrants Neighborhood improvement plans Consumer seminars for poor and elderly	Annually	Wagner

XI NEEDS-BASED PROGRAM EXECUTION PLANS
4. Student and Community Services (cont.)

*Consider high-impact projects, such as: Model environmental projects Assist local leaders in community projects	Annually	Wagner
*Provide survey research of Macomb County citizens through Ctr/Community Studies	Semi-annually	Smydra

4. Academic Affairs will: Blanzy

*Meet education needs by providing instruction for 32,000 persons in Macomb County	Ongoing	Blanzy
*Provide academic programming that is fully accredited by appropriate governmental, professional and regional agencies	Ongoing	Blanzy
*Maintain currency of course content through the input of advisory committees	Ongoing	Deans
*Increase cultural awareness, social responsibility and understanding of critical issues by providing a global perspective in the curriculum	Ongoing	Eisenman
*Enhance local economy by providing global perspective in the curriculum	Ongoing	Deans
*Use student success services to enhance student success through assessment	Ongoing	Deans
*Use student support services (library, learning centers, tutoring) to insure student success academic advising and monitoring	Ongoing	Wing
*Assist students in acquiring licensure, registration, and certification credentials	As needed	Deans
*Be on hand for in-depth interviews with media	As needed	Blanzy
*Actively seek partnerships with credible third-party leaders	As needed	Blanzy
*Assist with media inquiries/tours on campus	As needed	Deans
*Provide training and educational experiences for targeted groups including: women, minorities, and the economically disadvantaged	Ongoing	Deans

XI NEEDS-BASED PROGRAM EXECUTION PLANS

4. Academic Affairs (cont.)

*Provide tailored training and educational experiences to meet the specific needs of local employers and workers through CHRD	Ongoing	Wing
*Provide the community opportunities for involvement at MCC through part-time instruction, advisory committees and volunteer opportunities	Ongoing	Deans
*Evaluate curriculum on basis of community needs	Ongoing	Blanzy
*Provide quality health care professionals to meet local needs	Ongoing	Petros
*Ensure the economic health of the community by providing education based on employer needs	Ongoing	Deans
*Provide survey research of Macomb County citizens through Ctr/Community Studies and independent contractors	Semi-annually	Sucher
*Ensure technical expertise through apprentice programs serving 600 companies	Ongoing	Deans
*Provide free Safety programs for Macomb County businesses	Ongoing	Lynch
*Provide faculty to conduct applied research on selected business and industry projects	As needed	Deans

5. The Business Office will: — Shankie

*Provide recreation and educational opportunities through arrangements with Huron Clinton Metro Authority at North Campus site	Ongoing	Shankie
*Maintain aesthetically pleasing campuses	Ongoing	Shankie
*Maintain hazard-free campuses	Ongoing	Shankie
*Provide public safety services for a secure environment	Ongoing	Evans
*Voluntarily participate in "Buy Michigan" programs	Ongoing	Shankie
*Support local business within open-bidding process	Ongoing	Shankie

XI NEEDS-BASED PROGRAM EXECUTION PLANS

5. Business Office (cont.)

*Pay prevailing wage rates to contractors within limits of open-bidding process	Ongoing	Shankie
*Implement specifications of the Michigan "Right to Know" Law	Ongoing	Shankie
*Expand financial aid opportunities through investments	Ongoing	Thomas
*Implement specifications of the "Indoor Clean Air" Act	Ongoing	Shankie

6. Employee Relations will: — MacQueen

*Maintain procedures to determine and provide compensation and benefits	Ongoing	MacQueen
*Resolve workers compensation, unemployment and other insurance claims	Ongoing	MacQueen
*Develop in-service programs for staff enrichment	Ongoing	MacTavish
*Provide a mechanism for establishing service recognition awards	Ongoing	MacQueen
*Implement specifications of Federal Immigration Act	Ongoing	MacQueen
*Answer employee questions about benefits	Ongoing	Peters
*Post and advertise jobs in a non-discriminatory way	Ongoing	MacTavish
*Provide mechanism for full-time employee evaluations	Ongoing	MacTavish
*Provide guidelines for hiring process	As needed	MacQueen
*Maintain accurate and confidential employee records	Ongoing	MacQueen
*Provide mechanism for employee upgrading and promotion	As needed	MacQueen
*Negotiate contracts in atmosphere of mutual respect	As needed	MacQueen
*Implement provisions of employee contracts	Ongoing	MacQueen

XI NEEDS-BASED PROGRAM EXECUTION PLANS

7. College Relations will: Ahles

Community Relations will encourage positive interaction between the College, its faculty and staff, and its various publics. It will create publications that are relevant to the community it serves.

*Make recommendations to meet Macomb's voluntary opportunities in the community	Ongoing	Dickinson
*Conduct college-wide in-service on volunteerism to identify, encourage, and evaluate volunteer opportunities in Macomb County.	Annually	Dickinson
*Recommend participation and support for ethnic groups in the community	Annually	Dickinson
*Help select programs that serve community needs, such as economic development	Annually	Dickinson
*Recommend partnerships to solve community problems	Annually	Dickinson
*Develop potential grassroots support among targeted publics	Ongoing	Dickinson
*Make recommendations to meet Macomb's philanthropic opportunities to the community	Ongoing	Dickinson
*Prepare a resource guide of faculty and staff authorities for local industries, business, government, and media.	Annually	Staff
*Develop publications for target decision maker audiences that describe College services that can help them serve their clients	Ongoing	Dickinson
*Publish a speakers bureau booklet for clubs, churches, and schools	Annually	Staff
*Publish an annual Building on Strength booklet for decision makers	Annually	Dickinson/ Rini
*Use the Report to the Community to share news about the contributions and programs of the College.	Annually	Dickinson Rini
*Notify citizens of opportunities for education and training through publications like catalog, occupant mailer and advertising	Ongoing	Pritchard

XI NEEDS-BASED PROGRAM EXECUTION PLANS

7. College Relations (cont.)

*Use Emphasis and onCampus to provide recognition, give employees appropriate information and college plans for future, and cultivate collegiality	Ongoing	Pritchard
*Support Office of President in developing All-Employee Day and Faculty Development Days	As needed	Ahles
*Observe MCC Identity Program and design the format, messages, and the sequence of presentations for various publics	Monthly	Dickinson Pritchard

Government Relations will emphasize appropriate interactions with local elected officials and the Macomb County Delegation in Lansing and Washington, to include:

*Expression of enthusiasm, interest, and availability	Ongoing	Dickinson
*Cooperation in joint projects	Ongoing	Dickinson
*Financial support and attendance at fundraisers	Ongoing	Dickinson
*Involvement in private meetings	As needed	Lorenzo/others
*Invitations to campus activities	Semi-annually	Trustees/Lorenzo
*Placement of articles in campus publications	As appropriate	Dickinson
*Provide use of campus facilities	As appropriate	Dickinson
*Send personal correspondence	Ongoing	Dickinson
*Give appropriate favors	As appropriate	Dickinson
*Exchange information and ideas	Ongoing	Dickinson
*Develop shared values	Ongoing	Trustees/Lorenzo
*Engage in joint problem solving	Ongoing	Trustees/Lorenzo
*Testify at public hearings	As needed	Lorenzo
*Seek help to: - track legislation - input rule making - seek grants - prevent funding reductions	As needed	Dickinson
*Expand relations with other advocacy organizations	As needed	Dickinson

XI NEEDS-BASED PROGRAM EXECUTION PLANS
7. College Relations (cont.)

*Apply pressure	As needed	Dickinson
*Coordinate others to act in Macomb's behalf	As needed	Dickinson

Media Relations will foster positive relationships with print and broadcast media at the local, regional and national level to highlight Macomb's Community Relations contributions.

*Generate news releases on topics to market/non-market publics	Ongoing	Rini
*Review and revise news media relations goals and objectives	Annually	Dickinson
*Use effective strategies that facilitate the flow of information and improve the understanding about MCC	Ongoing	Dickinson
*Distinguish between market and non-market publics	Annually	Dickinson
*Target media contacts to include: News/Feature placements Editorial placements	Ongoing	Rini
*Follow common-sense guidelines in dealing with media representatives	Ongoing	Rini
*Maintain institutional resources in support of media relations activities	Ongoing	Rini
*Strengthen institutional network of information liaisons	Ongoing	Dickinson
*Use a wide range of media relations activities to tell the College story, including: News releases Paid advertising Public service announcements Media contacts Media briefings Editorial meetings Press conferences Campus tours Receptions Special events	Ongoing	Rini
*Observe official institutional media relations policy	Ongoing	All

XI NEEDS-BASED PROGRAM EXECUTION PLANS
7. College Relations (cont.)

*Provide evaluation of media relations programs	Semi-annually	Dickinson
*Create special mailings to media gatekeepers	As needed	Dickinson
*Selectively arrange press briefings on campus in connection with academic events on campus	As needed	Trustees/Lorenzo
*Actively seek Macomb/media joint sponsorship of specialized events	Selectively	Trustees/Lorenzo

XI NEEDS-BASED PROGRAM EXECUTION PLANS
B. Assessment of Community Involvement

Since volunteerism and participation in community activities is a stated goal of College Relations, it is important that a record be established of College employees' current involvement in outside groups. A list detailing the activities of administrators is currently available.(Appendix O) A recommended next step would be to develop a similar list for other employee groups. From these, recommendations can be developed regarding community interests that could benefit from further active College participation.

Nature of Affiliation		Current	Goal
Professional:			
Education Related		57	status
Am Assn/Adult-Cont Ed	Am Assn Higher Ed		
Am Soc Trng/Devlp	Am Assn Women/Com-Jr Col		
Am Voc Assoc	Assn/Col-Univ Com Arts Adm		
Assn/Col Unions,Int'l	Bus Ed Alliance/Metro Det		
Coun Adv/Sprt Educ	Col/Univ Personnel Admin		
Lib Arts Network Dev	Mac Assn Curric Admin		
Mac Cty School Admin	Mac Cty School Admin/Voc Ed		
Mac Voc Ed Admin Assn	Mac Cty Assoc Sec School Prin		
Mac Cty Chfs/Police	Mich Assn CC Stud Pers Admin		
Mich CC Assoc	Mich Assn Adult-Cont Ed		
Mich CC Bus Ofc Assn	Mich Assn/Wmn Deans,Admin,Couns		
Mich CC Com Svcs Assn	Mich CC Pers. Admin Assn		
Mich CC Rels Assn	Mich CC Risk Mgt Auth		
Mich Counc/Humanities	Mich CC Athletic Assoc		
Mich Occup Ed Assn	Mich Occup Deans Admin Coun		
Mid America Group	Nat Assn Wmn Deans, Admin, Cnslrs		
Nat Com/Coop Ed	Nat Coun/Com Svcs-Cont Ed		
Nat Jr Col Ath Assoc	Nat Assoc Col Dirs/Athletics		
Nat Assoc Jazz Educs	Nat Assoc/Col Aux Svcs		
Nat TF/Value-Added Educ	SE Mich TV Educ Consortium		
Other		35	status
Am Mktg Assn	Am Assn Cert Pub Accts		
Am Soc Pers Admin	Am Soc Allied Hlth Profs		
Economic Club	Eng Soc of Det		
Indus Rels Rsrch Assn	Inst for Ldrshp Dev		
Ldrshp Det Alumni	Intraocular Lenses		
MSU Adv Mgt Prog Alumni	Mich Public Emp Labor Rels		
Nat Coun/Com Rels	Nat Counc Res Devlpmnt		
Press Club	Pub Rels Soc/Am		
Pub Rels Soc/Am-Det	Pub Sector Cons		
State Bar of Mich	WSU Alumni		

XI NEEDS-BASED PROGRAM EXECUTION PLANS

B. Assessment of Community Involvement (cont.)

Civic: Public Organizations			
Government Related		4	add 4
OCC Board of Trustees	Mayor/Lathrup Village		
Warren Library Comm	Detroit Strategic Task		
Community			
New Detroit	Sth Homeowners/Warren	6	add 2
Mac Cty EMS Council	Macomb Literacy Proj		
Mich Pks/Rec Assoc	NE Rec/Pks Assoc		
Labor		3	add 2
Frat Order Police	MCAAP		
MACCSPA			
Civic: Private Organizations			
Community			
United Com Services	United Foundation	1	add 2
Service		0	add 8
*Exchange	*Kiwanis		
*Lions	*Goodfellows		
*Bus/Prof Women	*Optimist		
*Rotary	*Women's Clubs		
*Toastmaster			
Senior Citizen:		0	add 8
*Am Assoc Ret Prsn	*Agency on Aging		
*Council on Aging	*Local Groups		
Youth Assistance:		7	add 6
Warren YMCA	Childrens Ctr		
UCS/Disabled Youth	Campfire		
DeLaSalle HS Alumni	Mac/St.C Reg Schol Assoc		
St Jos HS Alumni	*Boy/Girl Club		
*Boy/Girl Scouts	*Big Brother/Sister		
*Crip Children Found	*Headstart		
*Parent Advisory Counc	*Youth Sports		
Ethnic:		0	add 8
*It/Am Cult Ctr	*Carpathia		
*Alliance of Poles	*Ukr Citizens Club		
*Frdnly Sons of St Pat	*Commonwealth		
Military/Veterans:		2	add 2
SANG Base Com Counc	*American Legion		
Met Det Vets Sm Bus	*Amvets		
*VFW			

XI NEEDS-BASED PROGRAM EXECUTION PLANS

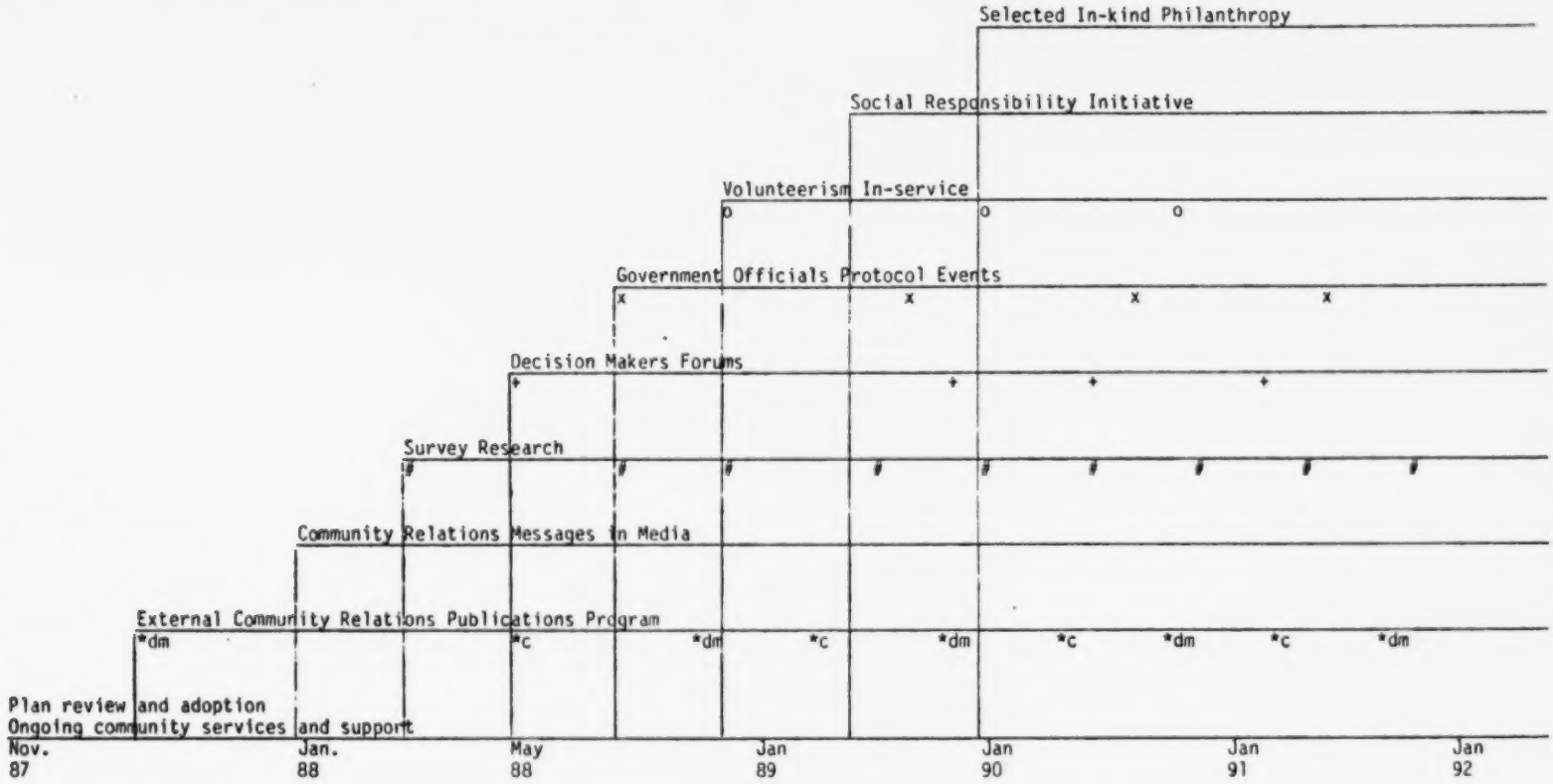
B. Assessment of Community Involvement (cont.)

Special Interest:			7	add 4
Boarshead Theater	Con Citz for Arts			
CPA tax volunteer	Det Future Society			
Mac Arts Counc	St. Joseph Hosp			
World Future Society	*Cancer Society			
*Easter Seals	*Red Cross			
*Goodwill	*FOCUS:Hope			
*Turning Point	*Legal Aid			
*Substance Abuse Ctr	*Arts			
*Environment	*Historical			
*Collectors	*Humane Soc			
*SADD	*Salvation Army			
Business Support:			14	add 2
Mich Tech Counc	Bartech, Inc			
Cent Macomb C of C	Com Growth Alliance			
Greater Det C of C	Indus Tech Inst			
Macomb-St. Cl PIC	Metro East C of C			
NW Macomb C of C	Warren/CL/SH C of C			
Political:				
Michigan Dem Party	*Macomb/MI Repub Party		1	add 2
*Macomb Dem Party	*Concerned Citizens			
*MI Citizens Lobby	*National Org Women			
*League Women Voters				
Religious:			3	add 4
NE Interfaith Center	Hospital/Pastoral Care			
*Local church/parish	*Regional denom. activity			
Greater Det Round Table/Xns and Jews				
Social:				
Renaissance Club			1	add 1
*Lodges				

*No current involvement

Note: Administrative activity below President's Council level available for Student and Community Service only.

XI NEEDS-BASED PROGRAM EXECUTION PLANS
C. TIMELINES FOR IMPLEMENTATION OF THE COMMUNITY RELATIONS PROGRAM



*dm = Report to Decision Makers
*c = Report to the Community

41a

COMMUNITY RELATIONS PROJECTS CALENDAR
1988

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Philanthropy						PH						
Social Responsibility				S(1)					S(2)			
Volunteerism										V		
Government Relations Protocol Events	G(1)	G(2)		G(3)					G(4)			
Forum for Decision Makers					F							
Research		R				R				R		
Correspondences With Decision Makers	C(2) C(3)	C(1) C(3)	C(2) C(3)	C(3)	C(2) C(3)	C(1) C(3)	C(2) C(3)	C(3)	C(2) C(3)	C(1) C(3)	C(2) C(3)	C(3)
Media	M(1) M(2)	M(1) M(3)	M(1)	M(1)	M(1)	M(1)	M(1)	M(1)	M(1)	M(1)	M(1)	M(1)
Publications		P(1)		P(2)							P(3)	
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec

Publications:
- P(1) — Board of Trustees Identification Brochure
- P(2) — Report to the Community
- P(3) — Report to Decision Makers

Media:
- M(1) — News Releases
  Media Contacts
- M(2) — Regional Media Editorial Visits
- M(3) — Local Media Briefing

Correspondences With Decision Makers:
- C(1) — Mailings to Full Decision Makers List
- C(2) — Mailings to Targeted Decision Makers Groups
- C(3) — Mailings to Selected Decision Makers

Research:
- R — Macomb Opinion Survey

Forum for Decision Makers:
- F — Forum for Decision Makers

Governmental Relations Protocol Events:
- G(1) — Macomb Center Reception (Jan 17)
- G(2) — Community College Expo (Feb 12)
- G(3) — Legislative Dinner in Lansing
- G(4) — On Campus Legislative Breakfast

Volunteerism
- V — Volunteerism In-Service

Social Responsibility
- S(1) — Social Responsibility Planning Process
- S(2) — Social Responsibility Initiative

Philanthropy
- PH — Appropriate Philanthropy

REPORTING TO COMMUNITY

XII FEEDBACK AND PROGRAM ADJUSTMENTS

Richard Franzen of the National Bureau of Standards said,"...As is true with any information office, our ability to function depends upon the degree of credibility with which we are perceived by top management and the extent to which our efforts are seen as contributing to the achievement of management goals."

In order to insure the quality and performance of the community relations goals of top management, a two-way system of input and feedback, including information from the evaluation process, will be implemented. Input and feedback from both internal and external stakeholders will help the College learn the effectiveness of its programs on the community.

Before program changes can be implemented, several steps will be followed:

1. Evaluation
   *Quantitative
   *Qualitative

2. Reporting to College Administration: A prompt and thorough reporting system will follow this procedure and timetable:
   A. Director of Governmental and Community Relations will report to the Vice President of College Relations on a bi-weekly basis;
   B. Director of Governmental and Community Relations will report to the President's Expanded Council and/or the President's Council on a semi-annual basis;
   C. Director of Governmental and Community Relations will report to the Board of Trustees as directed

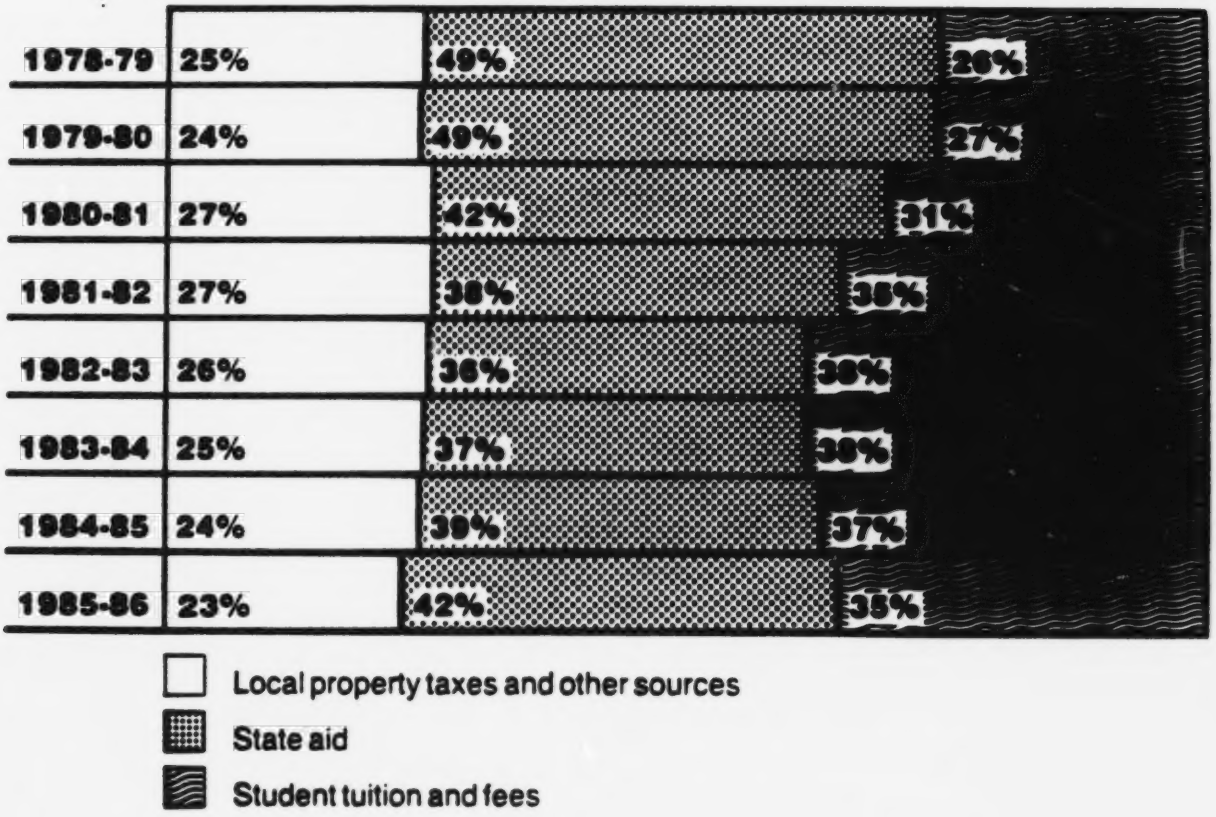
3. Feedback

4. Input

5. Program Adjustments: The evaluation, reporting, feedback and input steps will be used to apply new insights to programming and to make any necessary budget revisions.

APPENDIX

Macomb Community College
Summary of Revenue Sources



COMMUNITY RELATIONS RESOURCE ALLOCATIONS IN COST CENTER 16330

FY 1986 - 1987		FY 1987 - 1988	
PUBLICATIONS:		PUBLICATIONS:	
Report to Community 275,000 @$ .12	$33,600	Report to Decision Makers 10,000 @$ .48	$ 4,880
Biennial Report of 750 @$ .26	200	Report to Community 275,000 @$ .04	12,500
		Identity Brochure 1,000 @$ .75	750
		Biennial Report of Progress	200
		Additional Publications	16,770
Sub-total	$33,800	Sub-total:	$35,100
COMMUNICATIONS WITH DECISION MAKERS:		COMMUNICATIONS WITH DECISION MAKERS:	
Mailings to total list 2700 x 2 = 5400	$ 1,200	Mailings to total list 2700 x 3 = 8100	$ 1,800
Targeted Mailings 100 x 10 = 1000	50	Targeted Mailings 100 x 12 = 1200	60
Correspondence	50	Correspondence	50
Special Events Macomb Ctr Recp. Legis. Dinner/Lans. On campus Leg. Brfst	1,500	Special Events Macomb Ctr Recp. Legis. Dinner/Lans. On campus Leg. Brfst. Community forum lunch	2,000
Sub-total	$ 2,800	Sub-total	$ 3,910
PERSONNEL (30 percent of time)		PERSONNEL (40 percent of time)	
Director	$16,831	Director	$22,442
Coordinator	8,462	Coordinator	10,521
Secretarial	7,408	Secretarial	9,879
PT Editorial	1,735	PT Editorial	2,312
Sub-total	$34,436	Sub-total	$45,154
ADDITIONAL COSTS:		ADDITIONAL COSTS:	
Supplies	$ 210	Supplies	$ 280
Mileage	400	Mileage	480
Miscellaneous	500	Miscellaneous	600
Sub-total	$ 1,110	Sub-total	$ 1,360
TOTAL:	$72,146		$85,524

*Staff time in Graphics and Printing have not been included in these figures.

DEMOGRAPHIC INFORMATION

Detailed information regarding the demographics of Macomb County were developed as follows:

A thorough review of demographic data provided by the U.S. Census Bureau has offered a unique "snapshot" of Macomb County and the communities so vital to the continued stability and growth of Macomb Community College. Nationwide, there is an increasing demand by colleges and universities to use this information not only for personal awareness but as a tool to coordinate effective community activities on a continuing basis. Findings include: (all figures supplied by the U.S. Census Bureau unless otherwise noted.)

A. Population

While no great surprise, the population of Macomb County continues to grow at a steady rate. From 1970 to 1980, the county population rose 69,291 to 694,600 residents, with a projection of 750,000 by the year 1990 and 810,000 by 2000. The number of households has also shown dramatic increase, following the economic tailspin of the early 1980's that had significant effects on Macomb County. Through 1986, households rose 8,643 over 1980 figures to a total of 238,463. Census projections estimate close to 252,000 by 1990, supplying further optimism for continued County growth. Figures from 1980 also indicate 184,098 families in the county, with marital status broken down as follows:

A. Population (cont.)

	Male	Female
Single	74,673	63,356
Married	164,390	165,690
Widowed	4,858	27,047
Divorced	12,458	18,318
Total	340,018	354,582

B. Age

The median age in Macomb County rose from 24.6 to 29.1 from 1970 to 1980. Based on this data, several significant trends have surfaced, including:

* A 19.7 percent decrease in the number of families
* A decrease in the number of persons in the 0-4 and 5-19 categories
* The 60-64 and 65-and-over categories experienced the largest percentage increases

The age distribution breakdown for Macomb County is as follows:

Age	1970	1980	Percentage Change
0-4	4,308	6,651	- 27.5%
5-19	209,507	186,983	- 10.8
20-34	130,235	177,475	36.3
35-44	81,724	85,534	4.4
45-59	93,062	116,260	24.9
60-64	16,601	28,382	71.0
65-up	29,872	53,495	79.1
Median Age	24.6	29.1	18.3

Also, the aging, predominantly middle class of Macomb County continues to be the bracket with the most buying power, as shown by the age distribution breakdown below (1986 Survey of Buying Power; Sales and Marketing Management Annual Report; based on U.S. Census information).

1986 Survey of Buying Power (By Age Group)

18-24	11.7%
25-34	17.4%
35-49	20.6%
50- +	22.7%

C. Median Income

Median Household Income is the total income of all persons in the household before deductions for personal income taxes, Social Security, Medicare, etc. According to 1980 U.S. Census data, the median household income level for Macomb County was $24,222, ranging from $16,705 in New Haven to $47,628 in Lake Township.

Income Level	Total
$ 2,500- under	4,386
2,500- 4,999	10,585
5,000- 9,999	21,398
10,000-14,999	23,299
15,000-19,999	27,673
20,000-24,999	32,331
25,000-29,999	30,502
30,000-39,999	43,285
40,000-49,999	20,605
50,000-74,999	12,996
75,000- above	2,745

The number falling above and below the poverty threshold index is measured by individual residents rather than households. Totals indicate that 657,507 individuals are at or above the poverty level and 31,834 fall below that figure. The figures, by race for Macomb County are:

	White	Black	Other
Above Level	642,517	7,125	6,797
Below Level	29,637	1,621	458

D. Educational Attainment

The median educational attainment level in Macomb County is 12.5 years, ranging from 12.6 in New Baltimore and Sterling Heights to 12.2 in Center Line and East Detroit. 10.7 percent of County residents have four or more years of college, while 16.2 percent have taken between one and three years of college coursework.

Educational Attainment of
Macomb County Adults

	People	Percent
8th Grade or Less	53,540	13.5%
High School - 1 to 3 years	68,803	17.3
High School Graduates	167,881	42.3
College - 1 to 3 years	63,922	16.2
College - 4 or more years	42,434	10.7

E. Employment

Interestingly, Macomb County unemployment levels match Michigan's overall rate, 8.3 percent. Based on 1986 figures, 309,675 county residents were employed while 28,150 were looking for work. Manufacturing and retail trade drew the highest employment numbers in Macomb County with 52.8 percent of the workforce in those two fields. The graph below indicates employment numbers by occupation for 1986 from the U.S. Census Equal Employment Opportunity Special File.

Employment by Occupation

Occupation	Female	Total	% of Labor Force
Executive/Managerial	8,413	29,545	8.7%
Professional Speciality	13,482	33,213	9.8
Technicians/Support	3,870	12,150	3.6
Sales	18,149	33,018	9.7
Administrative Support	47,029	61,559	18.2
Private Household	846	873	0.3
Protective Service	510	4,879	1.4
Services/Other	23,267	36,422	10.8
Farming/Forestry	331	2,046	0.6
Precision Production	2,339	52,955	15.6
Machine Operators	11,601	43,998	13.0
Transportation/Moving	1,285	13,697	4.0
Handlers/Laborers	2,284	12,506	3.7
Unemployed since 1975	1,197	1,883	0.6

F. Race/Ethnicity

Macomb County continues to be predominantly white, with a multiple ancestry. More than 97 percent of county residents are white (97.1%) Blacks make up 1.3 percent of the population, with another 1.4 percent from several other races. In terms of ancestry, residents with a multiple ethnic origin constitute 44.5 percent of the population, followed by Polish (9.7%), German (7.5%), and Italian (7.2%). The English, French, and Irish also have strong roots within the county. Below is an age breakdown by race based on 1980 statistics:

	White	Black	Other
Under 5	44,845	874	695
5-14	113,626	1950	1410
15-59	438,116	5570	4768
60-64	27,926	187	153
65 plus	52,571	480	238

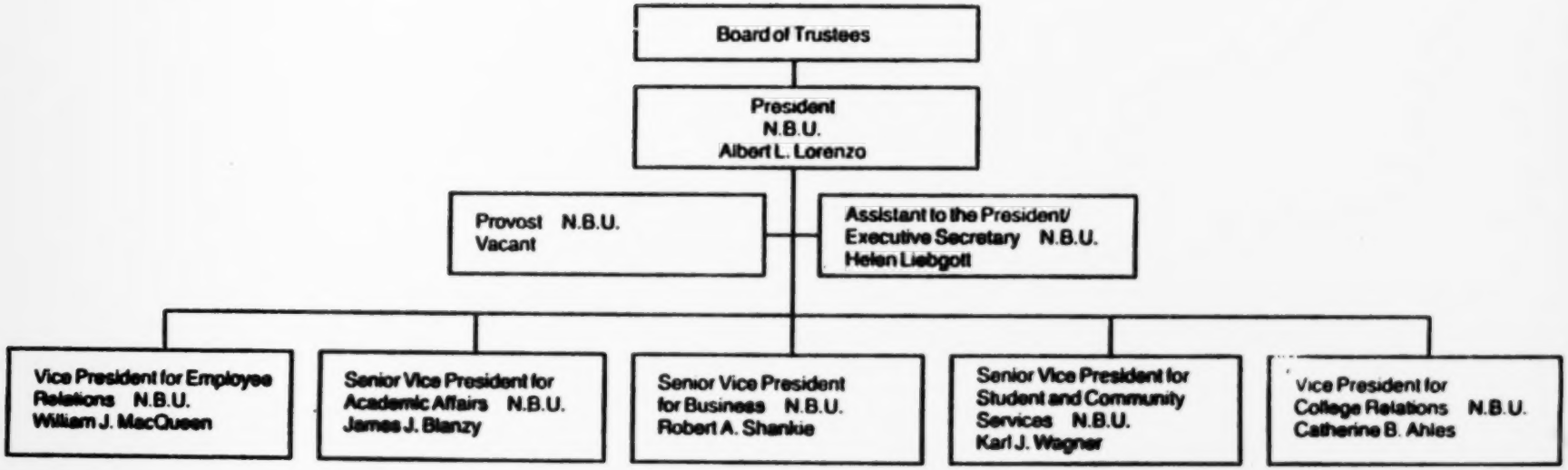
G. Heads of Households

	1970	1980
Married Couple/Family*		
With Children	84,781	87,376
Without Children	68,672	71,032
TOTAL	153,453	158,408
Male Householder/No Wife		
With Children	1,271	2,003
Without Children	1,658	3,777
TOTAL	2,929	5,780
Female Householder/No Husband		
With Children	6,287	11,784
Without Children	3,587	8,326
TOTAL	9,874	20,110
Non-Family Households	37,292	45,707

*Family: 2 or more relatives under one roof
With Child: children under 18 Without Child: no children under 18

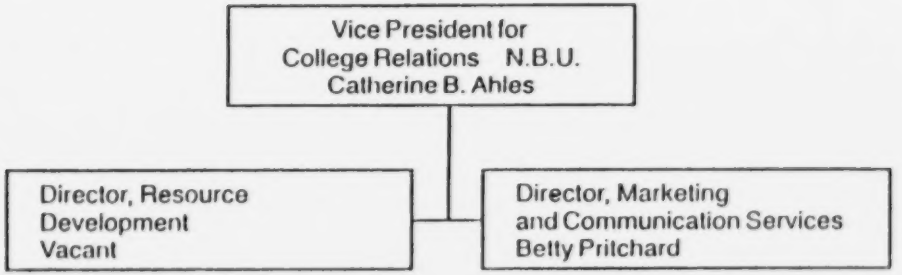
Appendix D

PRESIDENT'S STAFF



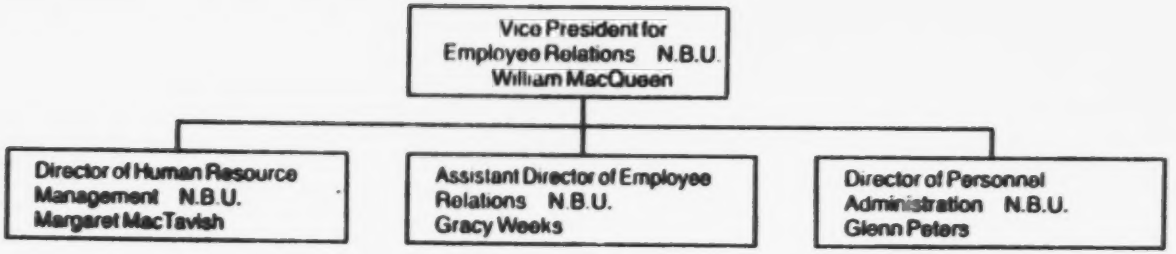
Appendix D-2

COLLEGE RELATIONS

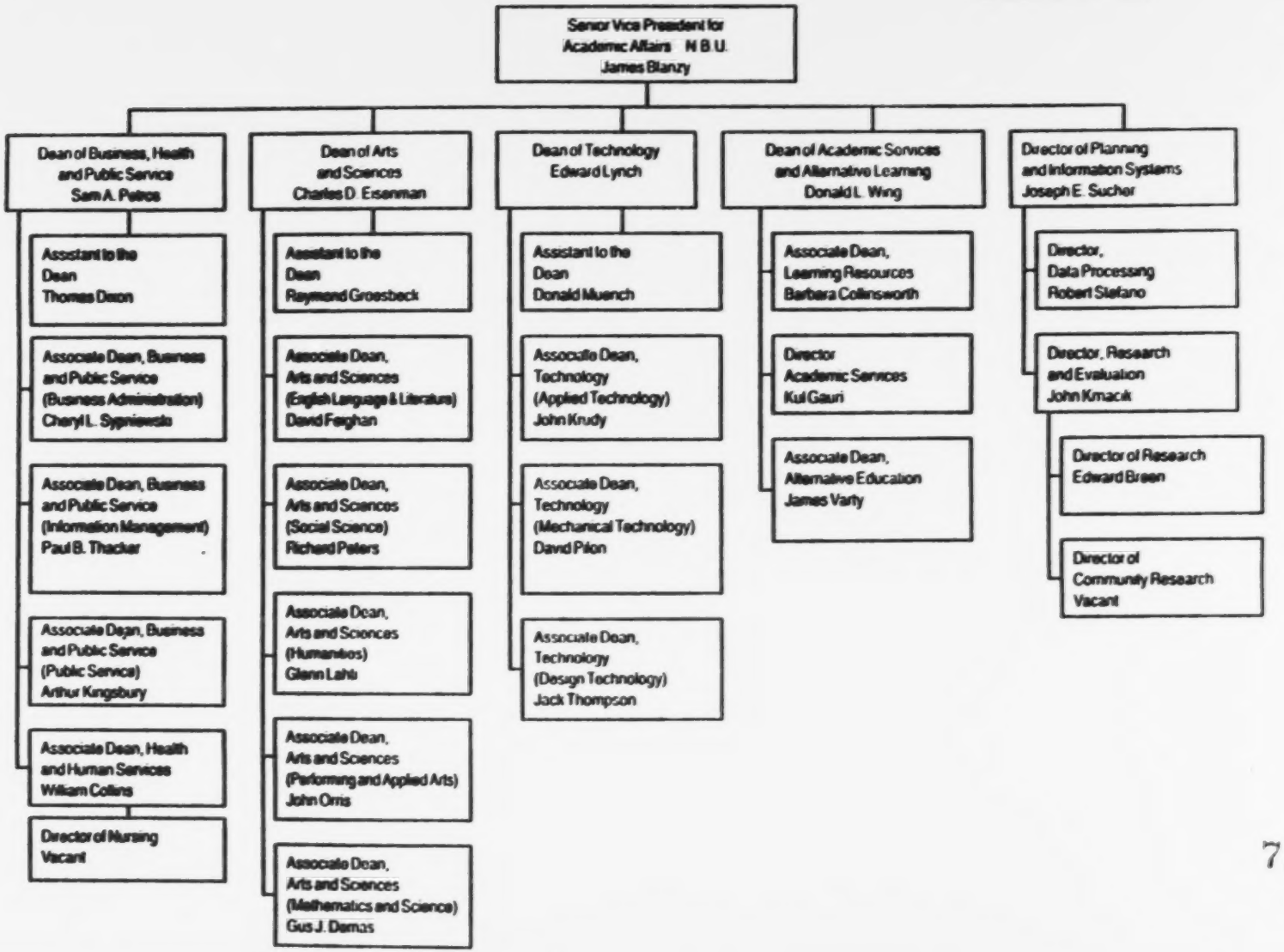


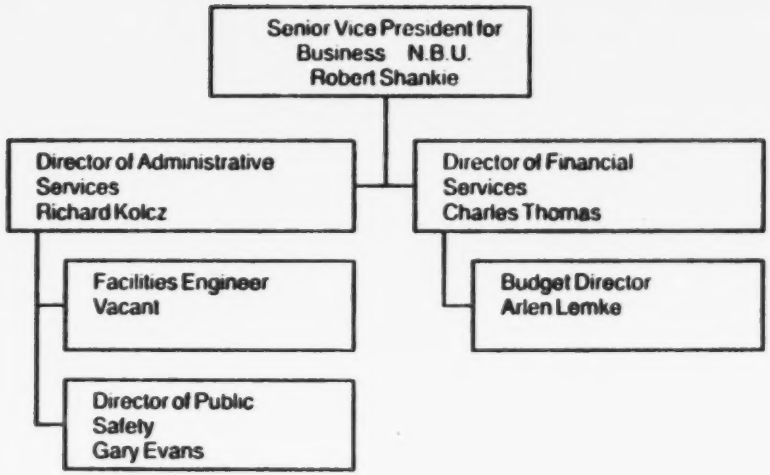
Appendix D-3

EMPLOYEE RELATIONS

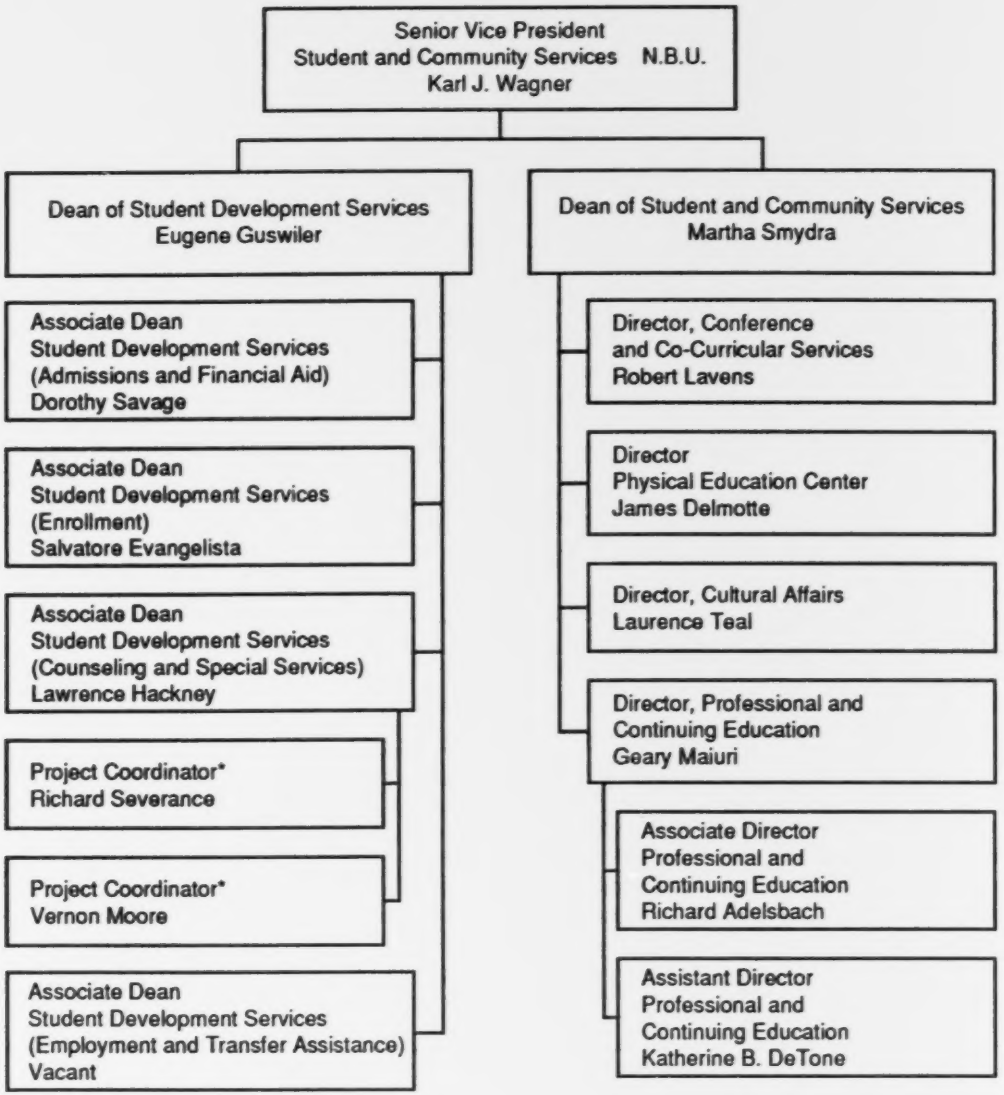


ACADEMIC AFFAIRS



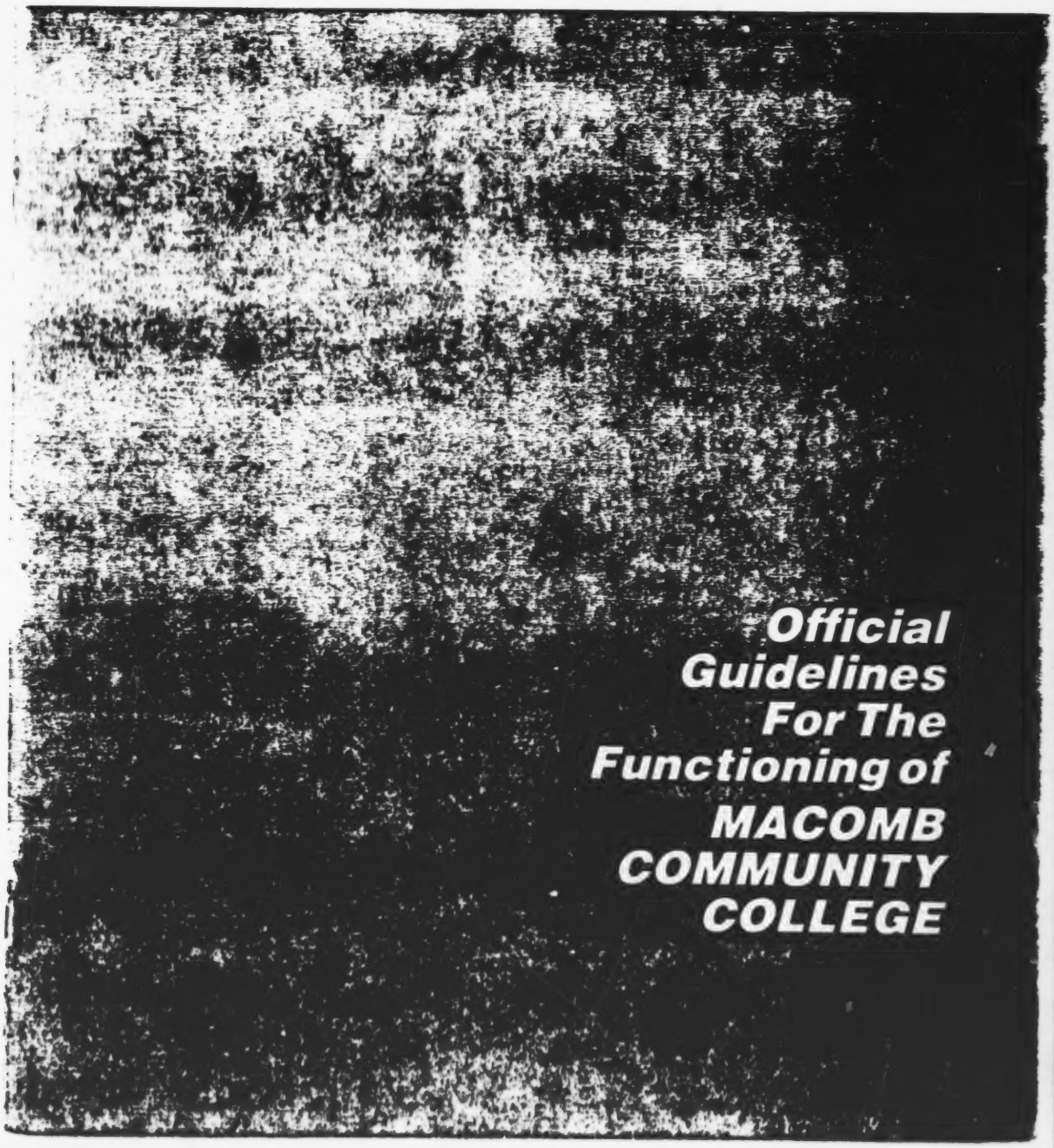

Senior Vice President for
Business N.B.U.
Robert Shankie
Director of Administrative
Services
Richard Kolcz
Director of Financial
Services
Charles Thomas
Facilities Engineer
Vacant
Budget Director
Arlen Lemke
Director of Public
Safety
Gary Evans

STUDENT & COMMUNITY SERVICES



*Special Funding
May 1988

Macomb Community College



CLIMATE SURVEY FROM ACADEMIC AFFAIRS/STUDENT & COMMUNITY SERVICES:1984-1987

Comparison of CS1/CS2 Mean Scores by Topic

Topics	Total Scores	# Higher Scores	# Sig. Higher Scores	# Lower Scores	# Sig. Lower Scores	# Unchanged Scores
Communication	148	72	8	54	6	8
Job Satisfaction	18	6	0	8	2	2
Cooperation	36	20	3	9	3	1
Decisionmaking	64	34	7	15	1	7
Trust	127	69	7	42	7	2
Leadership	164	82	9	55	11	7
Group Problem-Solving	138	82	7	46	0	3
Totals	695	365	41	229	30	30

The changing attitudes of College employees are clearly illustrated by this comparison. For example, from 1984 to 1986 the stated level of Job Satisfaction dropped in 55% of the responses. Conversely, during this same period, favorable responses were higher or significantly higher for Cooperation (64%), Group Problem-solving (64%), Decision-making (64%), Trust (60%), Leadership (55%), and Communication (54%).

Taken together, the 1986 mean scores suggest that members of the Academic Affairs Unit generally saw a moderate improvement since 1984 in matters relating to Cooperation, Group Problem-solving, Decision-making, and Trust; slight improvement to continuation of the status quo in matters relating to Leadership and Communication; and continuation of the status quo to slight deterioration in matters related to Job Satisfaction.

In 1987, Student and Community Services completed their first such survey with 103 responses for a 46 percent return rate. The results are listed below:

Distribution of SCS Mean Scores by Topics

Topic	# of Scores	1.00/ 2.00	2.01/ 3.00	3.01/ 4.00	4.01/ 5.00	5.01/ 6.00	6.01/ 7.00	7.01/ 8.00
Communication	270	7	30	46	58	56	69	4
Job Satisfaction	24	0	0	0	2	15	4	3
Cooperation	84	0	5	13	29	17	18	2
Decision-mkg	132	4	8	27	22	39	29	3
Trust	240	0	0	24	54	66	90	6
Leadership	234	2	2	24	44	78	68	16
Group Problem-solving	384	24	60	81	92	91	33	3
TOTALS	1368	37	105	215	301	362	311	37

The responses indicate that SCS employees generally have a decidedly positive view of the organizational climate of the unit. Job Satisfaction rated strongest with 100% of the mean scores in the higher ranges. Trust was next highest with 90% in the high ranges; Leadership(88%), Communication(79%), Decision-making(70%). Rated weakest by SCS employees was Group Problem-solving with only 57% in the high or moderately high range.

It is apparent from these studies that employee attitudes vary over time and from one unit to another. To fully understand and address employee concerns, therefore, requires a college-wide, on-going monitoring process.

SOCIETAL CHARACTERISTICS AND TRENDS

As outlined by
Robert, Ross, in "The Management of Public Relations"
Accreditation Primer, PRSA, New York, 1984

Characteristics:

1. Better education
2. Greater affluence
3. Rapid communication
4. Population growth
5. Resistance to change
6. Rapid social-technological change
7. Impersonality
8. Bigness
9. Social justice demands
10. Large government
11. Special Groups
12. Consumer Vocalism
13. Ecology
14. Lawlessness
15. Quality-of-life concerns
16. Change in motivations
17. Inflation
18. Negative view of profit
19. Energy shortage
20. Business' social responsibility

Trends:

Ross quotes authors Cutlip Center and Bloom to say that basic trends result from the above characteristics:

1. World population explosion
2. Urbanization
3. Scientific explosion
4. Work alienation
5. Non-owner managers
6. Education explosion
7. Social revolution

Consequences:

1. Increased interdependence
2. Growing power of public opinion
3. Competition for attention
4. Loss of community
5. Multiplying maladjustments
6. Increased specialization
7. Communications lag

MACOMB COUNTY OPINION SURVEY
1981-1987

QUESTION: WHAT DO YOU THINK IS THE NUMBER ONE PROBLEM FACING THE CITIZENS OF MACOMB COUNTY?

	Dec. 1981	May 1982	Oct. 1982	May 1983	Oct. 1983	May 1984	Oct. 1984	July 1985	April 1986	Oct. 1986	June 1987
Crime/Police	4%	5%	2%	3%	4%	12%	12%	20%	16%	18%	17%
High Taxes	22	26	22	31	27	25	15	16	13	5	11
Road Repair/Traffic	*	*	*	3	6	9	9	7	9	12	10
Unemployment	33	34	47	22	17	11	10	6	6	4	6
Education	*	*	*	6	3	4	4	4	1	5	5
Inflation/Economy	17	14	8	8	3	9	3	4	*	*	*
Waste Disposal	*	*	*	*	2	3	2	3	*	*	*
Government/Politics	*	*	*	*	*	*	*	3	*	*	*
Senior Citizen Concerns	*	*	*	*	*	*	*	3	*	*	*
Flood Control	*	*	*	*	*	*	*	*	7	5	0
Alcohol & Drug Abuse	*	*	*	*	*	*	*	*	*	9	7
Other	9	11	11	6	12	7	12	8	9	11	11
Don't Know	14	10	10	16	27	19	29	24	37	31	20
(Base Size)	(500)	(500)	(500)	(500)	(500)	(500)	(567)	(500)	(300)	(495)	(497)

* Not Included In Survey

QUESTION: RATE THE IMPORTANCE OF THE FOLLOWING EDUCATIONAL OPPORTUNITIES FOR RESIDENTS OF MACOMB COUNTY.

Educational Opportunity	Jan. 1966	June 1967	Percent Change
Taking Professional and Continuing Education	2.30	2.53	+10%
Studying the Latest and Emerging Technologies	2.52	2.52	---
Earning a Bachelor's Degree	2.27	2.18	- 4%

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- B. Financial Institutions..... 7
  - 1. Regional Banks..... 8
  - 2. County Banks..... 11
  - 3. County Savings and Loans..... 13
- C. Food Handlers..... 14
- D. Hospitals..... 23
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  - 2. MCC Board of Trustees, Emeritae..... 85
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    - b) Joint Appropriations/Community College..... 103
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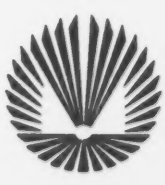
Table 9
College Expenditures for Internal Communication Products

Publication	Cost	Department
Update	$ 400	Student/Community Services
MCC Journal	22,000	Student/Community Services
Weekly Word	6,000	Student/Community Services
Telephone Directory	1,200	Administrative Services
Commshare	3,900	Academic Affairs
Guide to College Services	3,600	Student/Community Services
Emphasis	4,500	College Relations
Computer Services Newsletter	2,600	Computer Services
Eater's Almanac	1,030	Student/Community Services
Bits & Pieces	875	Student/Community Services
CCO Newsletter	75	Arts and Sciences
Student Rights & Resp. Handbook	NA	Student/Community Services
Campus Maps	450	College Relations
Guidelines For Functioning	NA	College Relations
Department Annual Reports	NA	Departments
Right-to-Know Packet	500	Employee Relations
Organizational Charts	NA	Employee Relations
Procedure Manuals	NA	Departments/Divisions/Units
Recognition Booklet	2,100	Employee Relations
Part-time Faculty Handbook	2,200	Academic Affairs
Math/Science Newsletter	415	Academic Affairs
Employee Contracts (Printing)	4,750	Employee Relations
Job Postings	2,100	Employee Relations
Committee Meeting Minutes	10,500	Departments/Divisions/Units
President's Council Minutes	1,100	President's Office
Institutional Calendar	200	Employee Relations
Internal Publications Total	$75,495	

Employee Event/Activity	Cost	Department
All-Employee Meeting (Graphics)	$ 5,000	President's Office
Retirement Reception (Gifts)	1,200	Employee Relations
Faculty Assembly (Graphics)	1,800	President's Office
Service Awards	3,500	Employee Relations
Teaching Awards	500	Academic Affairs
Other meetings* (Facilities)	15,000	Departments/Units
Displays/Exhibits	5,000	College Relations
Academic Affairs Climate Survey	900	Research and Evaluation
EMC2/ACCT (Maintenance Contract)	4,200	Computer Services
Event/Activity Total	$36,600	

* Included are staff meetings, manager's meetings, Board meetings and dinner sessions, President's Expanded Council, open houses, Forum luncheons, staff development workshops, committee meetings, task team meetings, part-time faculty dinner, and union meetings. The costs of printed materials to be distributed are not included.

A 1986 REPORT TO THE COMMUNITY



Macomb Community College

BUILDING ON STRENGTH

A REPORT TO DECISION MAKERS

Macomb Community College

Appendix M

Macomb Community College

A Biennial Report of Progress at Macomb Community College

1985 and 1986

In the course of their stewardship, members of a governing board are required to take many actions—approve policies, establish budgets, authorize major contracts and purchases, and oversee the human resource practices of the organization. Since these actions typically appear as numerous agenda items at dozens of meetings, it may not always be clear just how they relate to the overall advancement of the enterprise.

This report, then, has been designed to serve two purposes. First, it translates the actions taken by the College's Board of Trustees during their recent term of service from individual agenda items to statements of programmatic impact. Secondly, it provides a representative sample of the good works and accomplishments of a very fine institution of higher education over the past two years.

Needless to say, the trustees, the staff, and the entire community have the right to be very proud of this record of progress.

14 STEPS IN VOLUNTEER PROGRAM

The following recommended steps, listing the major elements necessary for an effective volunteer program, are adapted from a 1984 Harvard Business Review article of Dan H. Fenn, Director of the John F. Kennedy Library, Boston.

*Remind the staff that participation in community activities benefits their professional development.

*Encourage a pragmatic view of the process of volunteerism and the benefits that it brings to the College;

*Develop an explicit policy that supports individual activity in the community.

*Run a community-wide conference that brings traditional and contemporary organizations together with interested College staff.

*Encourage the selection of younger and older staff to work with community organizations.

*Develop routines for putting people and organizations together.

*Devise a regular method for volunteers to feed information and insignts into College decision making.

*Help staff search out opportunities that have value for them, the College and the community in which they live

*Help staff understand that a voluntary organization operates differently from a business.

*Encourage staff participation in the development of a policy on volunteerism.

*Suggest areas of community activity which need attention.

*Include volunteerism in traditional and non-traditional organizations.

*Recommend goals for targeted organizational affiliations.

*Support, reward and encourage participation in community service and improvement activities:

PROFESSIONAL/CIVIC MEMBERSHIPS

AAWCJC	Dickinson/Pritchard
American Marketing Association	Pritchard
American Medical Association, Site Examiner	Petros
American Society of Allied Health Professions	Petros
American Vocational Association	Petros
CASE	Ahles/Lorenzo/ Pritchard
Central Macomb Chamber of Commerce	Lorenzo
CGA Representative	Pritchard
Children's Center, Detroit Public Relations Committee	Ahles
Connections 1986	Dickinson
Connections 1987	Pritchard
Detroit Future Society	Dickinson
Detroit Press Club	Ahles/Lorenzo
Detroit Strategic Planning, Task Force on Race Relations	Smydra
Economic Club	Lorenzo
Engineering Society of Detroit	Lorenzo
Greater Detroit Chamber of Commerce	Ahles
Industrial Technology Institute	Lorenzo
Intraocular Lenses (St. Joseph's Hospital)	Petros
Leadership Detroit Alumni Association	Ahles
MACCSPA, Secretary	Guswiler
Macomb Association of Curriculum Administrators	Wagner
Michigan Community College Association	Lorenzo
Macomb County Association of School Administrators	Wagner

PROFESSIONAL/CIVIC MEMBERSHIPS
Page 2

Macomb County Association of School Administrators, Vocational Education Committee	Wagner
Macomb County Association of Secondary School Principals	Wagner
Macomb County Emergency Medical Service Council	Petros
Macomb County Emergency Medical Service Bylaws Committee	Petros
Macomb-St. Clair PIC	Dickinson
Macomb Vocational Education Administrative Association	Petros
MCCA	Lorenzo
Metro East Chamber of Commerce	Guswiler
MENSA	Ahles
Michigan Association of Adult and Continuing Education, Board of Directors	Smydra
Michigan Association of Women Deans, Administrators and Counselors	Dickinson
Michigan Community College Business Officers Association	Lemke
Michigan Community College Relations Association	Ahles
Michigan Community College Risk Management Authority	Shankie
Michigan Occupational Deans Administrative Council (MODAC)	Petros
Michigan Occupational Education Association	Petros
Michigan State University Advancement Management Program Alumni Association	Ahles
Mid America Group	Lorenzo
National Council for Community Relations	Ahles/Dickinson/ Pritchard
National Council for Resource Development	Ahles
National Council on Community Services and Continuing Education (AACJC) President 1987-89	Smydra

PROFESSIONAL/CIVIC MEMBERSHIPS
Page 3

National Commission for Cooperative Education	Lorenzo/Varty
New Detroit, Inc.	Dickinson
Public Relations Society of America	Ahles/Dickinson/ Pritchard
Public Relations Society of America, Detroit Chapter	Ahles/Dickinson/ Pritchard
Public Sector Consultants	Lorenzo
SANG Base Community Council	Ahles
St. Joseph's Hospital, Board of Directors	Lorenzo
St. Joseph's Hospital, Chair, Professional Advancement Board of Clinical Pastoral Care Program	Guswiler
United Community Services Advancement Committee for Mobilization of Disabled Youth Leadership, Vice-Chair	Wagner
United Community Services, Board of Directors	Smydra
United Community Services, Social Services Division	Wagner
United Foundation Central Allocations Committee	Wagner
United Foundation, Health Services I Allocation and Review Panel, Chair	Wagner
Warren, Center Line, Sterling Heights, Chamber of Commerce	Lorenzo
Warren Library Commission, Vice President	Shankie
World Future Society	Dickinson

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MEMBERSHIP LIST
FOR
STUDENT AND COMMUNITY SERVICES

Organization	Name	Status
American Management Association	K. Maiuri	Member
AWWJC	K. Maiuri	Member
Accreditation of Law Enforcement Agencies	J. Bahorski	Assessor
American Association of Higher Education	M. Smydra	Member
American Association of Women in Community and Junior Colleges	M. Smydra	Member
Assessment Center (Accredited)	J. Bahorski J. Bruhns	Evaluator Evaluator
Association of College, University and Community Arts Administrators	L. Teal	Member
Association of College Unions-International	R. Adelsbach	Associate Member
Boarshead Theatre	L. Teal	Board Member
Business Assistance Network (Community Growth Alliance)	G. Maiuri	Member
Campfire Inc	R. Adelsbach	Member at large
Central Macomb Chamber of Commerce - Economic Development Committee	B. Lavens G. Maiuri	Member Member
Clay Township Fire Department	D. Wagner	Chief
Concerned Citizens for the Arts	L. Teal	Member
Criminal Justice Educators and Trainers Association	J. Bahorski J. Bruhns	Member Member
Criminal Justice Training Center	M. Wheatley	Director
DeLaSalle High School Alumni Association	R. Adelsbach	Executive Board
Detroit Police Lieutenant & Sargeants	J. Bruhns	Member
Detroit Puppetry Guild	P. Harmon-Lind	Member

Environmental Management and Risk Assessment Program (Community Advisory Board)	M. Wheatley	Member
Fraternal Order of Police-Lodge #124	J. Bahorski	Member
Federal Bureau of Investigation National Academy Association	J. Bahorski	Member
Fire Instructor Regional Educational Society	D. Wagner	Secretary
Greater Detroit Chamber of Commerce Entrepreneurship Forum	G. Maiuri	Member
International Association of Chiefs of Police --	M. Wheatley	Member
Training & Education Committee	M. Wheatley	Member
Firearms Training Sub-Committee	M. Wheatley	Member
International Association of Fire Chiefs	D. Wagner	Member
International Police Association	J. Bruhns	Member
International Society of Fire Science Instructors	D. Wagner	Member
Law Enforcement Association for Families	J. Bruhns	Member
Leadership Detroit	M. Smydra	Alumni
Legislator of the Year Award	P. Harmon-Lind	Chairman
Macomb Arts Council	L. Teal	Member
Macomb College Association of Administrative Personnel	R. Kolcz	President
Macomb County Association of Chiefs of Police	J. Bahorski	Member
	J. Bruhns	Member
	M. Wheatley	Member
Macomb Friends of Classical Arts	B. Maltese	Member
Macomb/St. Clair Adult & Community Education Association	B. Vesprini	Member

Macomb St. Clair Regional Scholastic Art Council	R. Adelsbach	Treasurer
Macomb & Wayne County Spouse Abuse Task Force	J. Bruhns	Board Member
Metro Detroit Holistic Health Association	K. DeTone	Member
Metropolitan Detroit Convention and Visitors Bureau	J. Chevalier	Member
Metropolitan Detroit Veteran's Small Business Conference Planning Committee	G. Maiuri	Member
Michigan Athletic Parks and Health Education Recreation	K. Maiuri	Member
Michigan Association for Adult and Continuing Education	M. Smydra	Board Member
Michigan Association of Community Arts Agencies	P. Harmon-Lind	Board Member
Michigan Association of Community College Student Personnel Administrators	R. Adelsbach	Member
Michigan Community College Athletic Association	R. Kolcz E. Stanton	Member President
Michigan Community College Community Services Association	K. DeTone B. Lavens G. Maiuri	Member Member
Michigan Council for the Arts	L. Carrico L. Teal	Grants Reviewer & Consultant Consultant
Michigan Community Services Association	R. Kolcz	Member
Michigan Council for the Humanities	L. Teal	Consultant
Michigan Fire Chiefs	D. Wagner	Member
Michigan Fire Fighters Training Council	D. Wagner	Advisor
Michigan Holistic Health Association	K. DeTone	Member
Michigan Law Enforcement Officers Training Council	J. Bahorski J. Bruhns	Instructor Instructor

Michigan Police Chiefs Association	J. Bruhns	Member
Michigan Recreation & Parks Association	R. Adelsbach	Member Consultant
National Association of College Auxiliary Services	B. Lavens	Member
National Association of Jazz Educators	L. Teal	Consultant
National Council on Community Services and Continuing Education	M. Smydra	First VP
National Fire Protection Association	D. Wagner	Member
National Association of Collegiate Directors of Athletics	R. Kolcz	Member
National Intramural Recreation and Sports Association	K. Maiuri	Member
National Junior College Athletic Association	R. Kolcz K. Maiuri	Member Member
Northeast Recreation & Parks Association	R. Adelsbach	Member
Northwest Macomb Chamber of Commerce	R. Adelsbach B. Lavens	Member
Puppeteers of America	P. Harmon-Lind	Member
St. Joseph High School Alumni Association	R. Adelsbach	Member
Southeastern Michigan Chief of Police Assoc.	J. Bahorski	Member
Southeastern Michigan Television Education Consortium	B. Lavens	Member
Sterling Heights Area Macomb Chamber of Commerce	G. Maiuri	Member
Travel and Tourist Association	J. Chevalier	Member
United Community Services-Macomb Division	M. Smydra	Board Member
Warren Commission on Crime Task Force Association	J. Bahorski	Appointed
Women in Fire Suppression	D. Wagner	Member

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